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Proposed programme budget for the biennium 2018-2019*

Part IV
International cooperation for development

Section 11
United Nations support for the New Partnership for Africa's Development

(Programme 9 of the biennial programme plan for the period 2018-2019)**

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* A summary of the approved programme budget will be issued as A/72/6/Add.1.

** A/71/6/Rev.1.

*** The present report does not contain an annex on outputs included in the biennium 2016-2017 not to be delivered in 2018-2019, given that there are no discontinued outputs.

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Overview

Table 11.1 **Financial resources**

(United States dollars)

Appropriation for 2016-2017	16,605,800
Other changes	(153,800)
Total resource change	(153,800)
Proposal of the Secretary-General for 2018-2019[a]	16,452,000

[a] At 2016-2017 revised rates.

Table 11.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2016-2017	44	1 USG, 1 D-2, 2 D-1, 6 P-5, 10 P-4, 13 P-3, 1 P-2/1, 1 GS (PL), 8 GS (OL), 1 LL
Proposed for the biennium 2018-2019	44	1 USG, 1 D-2, 2 D-1, 6 P-5, 10 P-4, 13 P-3, 1 P-2/1, 1 GS (PL), 8 GS (OL), 1 LL

Overall orientation

11.1 Following the final review and appraisal of the implementation of the United Nations New Agenda for the Development of Africa in the 1990s, the General Assembly, in its resolution 57/7, endorsed the New Partnership for Africa's Development (NEPAD) as the framework within which the international community should concentrate its efforts for Africa's development, called upon the United Nations system to align its activities in Africa with the priorities of NEPAD, urged the United Nations system to foster a coherent response in coordinating its activities at the national, regional and global levels, and called upon the United Nations system to enhance its advocacy role and public information activities in support of Africa's development.

11.2 In the same resolution, the Assembly underscored the need for a structure in the Secretariat in New York to review and report on the support provided for NEPAD by the United Nations system and the international community and on the coordinated implementation of the outcomes of summit meetings and conferences as they relate to Africa. In view of this, the Assembly, in its resolution 57/300, endorsed the creation of the Office of the Special Adviser on Africa and entrusted to it the role of coordinating and guiding the preparation of Africa-related reports and inputs, coordinating global advocacy in support of NEPAD and coordinating the Interdepartmental Task Force on African Affairs to ensure coherence and an integrated approach for United Nations support for Africa.

11.3 In its resolution 57/7, the Assembly welcomed actions taken at the regional level to organize the activities of the United Nations system around thematic clusters covering the priority areas of NEPAD. In that regard, the Regional Coordination Mechanism of United Nations system organizations working in Africa, which is convened by the Economic Commission for Africa (ECA), has also become an important mechanism for enhancing United Nations system-wide coordination and cooperation at the regional and subregional levels in support of the African Union and its NEPAD programme.

Note: The following abbreviations are used in tables and charts: GS, General Service; LL, Local level; OL, Other level; PL, Principal level; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

11.4 As NEPAD has been the overarching framework for the implementation of the Millennium Development Goals in Africa, it will continue to be a critical guiding framework for the continent's implementation of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals. Furthermore, NEPAD has assumed a critical role in view of the designation by the African Union of the NEPAD Planning and Coordinating Agency as a key implementing agent of the African Union's Agenda 2063, the continent's ambitious 50-year framework for development, peace and security. Agenda 2063 highlights a wide range of aspirations and priority projects; its aim is to achieve an integrated, prosperous and peaceful Africa. Like the 2030 Agenda and its Sustainable Development Goals, the Addis Ababa Action Agenda, Agenda 2063 and its first 10-year implementation plan, which covers the period 2014-2023, take a people-centred approach that aims to ensure that no one is left behind by emphasizing, inter alia, agriculture, health, education, infrastructure development, good governance and respect for human rights, gender equality and women's empowerment, nutrition, peace and security.

11.5 Africa and the development priorities set forth in the continent's overarching regional frameworks continue to be a key focus for Member States. In the political declaration on Africa's development needs, adopted in 2008 (see General Assembly resolution 63/1), Member States noted that the full and timely achievement of the Millennium Development Goals in Africa remained elusive and reaffirmed their commitment to addressing Africa's special needs. This was echoed in the outcome document of the United Nations Conference on Sustainable Development (General Assembly resolution 66/288, annex), in which Member States reaffirmed their commitment to the full implementation of NEPAD and underscored the key priority for the international community of supporting Africa's sustainable development efforts. In the Addis Ababa Action Agenda of the Third International Conference on Financing for Development (General Assembly resolution 69/313, annex), Member States recognized the importance of addressing the needs and challenges faced by African countries and reaffirmed the importance of supporting NEPAD, Agenda 2063 and its first 10-year implementation plan. In the 2030 Agenda for Sustainable Development (see General Assembly resolution 70/1), Member States acknowledged the specific challenges faced by African countries and reaffirmed the importance of supporting Agenda 2063 and NEPAD, both of which they recognized as integral to the new 2030 Agenda.

11.6 While the African Peace and Security Architecture of the African Union has contributed to peace and security on the continent, several African countries continue to experience factors of instability that undermine durable peace and sustainable development. The need for a comprehensive response in promoting peace, security and development was recognized in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa (A/52/871-S/1998/318). The General Assembly, in its resolution 69/291, requested the Secretary-General to continue to monitor and report to the Assembly on an annual basis on persistent and emerging challenges to the promotion of durable peace and sustainable development in Africa, as well as on the approach and support of the United Nations system.

11.7 The United Nations is working to further support Africa in overcoming barriers to peace through the implementation of General Assembly resolution 67/302, in which the Assembly acknowledged the efforts to enhance coordination and cooperation between the African Union Peace and Security Council and the United Nations Security Council in the areas of peace and security, including the joint annual consultative meetings between members of the two Councils. In the report of the Secretary-General entitled "The future of United Nations peace operations: implementation of the recommendations of the High-level Independent Panel on Peace Operations" (A/70/357-S/2015/682), it was noted that with most United Nations peace operations in Africa, significant African Union peace operations under way and common mediation efforts across the continent, the African Union is the key regional partner of the United Nations.

11.8 Increasingly, the international community has recognized the inextricable link between peace, security and development and the need to establish lasting conditions for peace and inclusivity as a basis for sustainable development. In Sustainable Development Goal 16, Member States committed to promoting peaceful and inclusive societies for sustainable development, with a specific target to significantly reduce all forms of violence and related death rates everywhere. In

line with this, the fourth aspiration of Agenda 2063 is a peaceful and secure Africa, with a specific commitment to silence all guns in Africa by 2020. The Office of the Special Adviser on Africa will further reinforce the peace-security-development nexus in its advocacy, policy and analytical work. Furthermore, the many overlapping priority areas in the Sustainable Development Goals, Agenda 2063 and its first 10-year implementation plan will require greater efforts to ensure coordination and coherence in their implementation by the United Nations system, African regional and subregional organizations and national bodies.

11.9 On the basis of General Assembly resolutions 66/293, 67/293 and 67/294 and the report of the Secretary-General on strengthening the Office of the Special Adviser on Africa (A/68/506), the Assembly has decided to strengthen the Office to enable it to address new and emerging challenges and opportunities at the global and regional levels and to better support Africa, particularly NEPAD, and to implement the mandate of the United Nations monitoring mechanism. This strengthening has enabled the Office to launch the monitoring mechanism, which reviews the implementation of commitments made towards Africa's development by African countries and their development partners. The monitoring mechanism, with its biennial reviews and broad consultations with regional stakeholders, will continue to play an important role in reviewing and monitoring commitments arising from, inter alia, major United Nations conferences and summits, such as the Third International Conference on Financing for Development and the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, and will also play an integral role in support of the high-level political forum on sustainable development through the monitoring and implementation of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals in Africa. In addition, the Interdepartmental Task Force on African Affairs has been strengthened to ensure further coherence and an integrated approach for United Nations support for Africa, including through involvement of the Interdepartmental Task Force in the preparatory process of the biennial report of the monitoring mechanism.

11.10 In June 2015, the African Union adopted a successor programme to the Ten-Year Capacity-Building Programme for the African Union, which expired in 2016. The framework for a renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda (PAIDA) for the period 2017-2027 seeks to strengthen engagement between the United Nations and Africa's regional and subregional organizations and calls for all strategic partners to align themselves with Africa's priorities.

11.11 The Office of the Special Adviser on Africa provides overall coordination and leadership to the programme, for which it will share joint responsibility with ECA and the Department of Public Information of the Secretariat.

Overview of resources

11.12 The overall resources proposed for the biennium 2018-2019 for this section amount to $16,452,000 before recosting, reflecting a net decrease of $153,800 (or 0.9 per cent) compared with the appropriation for 2016-2017. Resource changes result from efficiencies that the three offices (the Office of the Special Adviser on Africa, ECA and the Department of Public Information) plan to bring about in the biennium 2018-2019. The proposed resources level provides for the full, efficient and effective implementation of mandates.

11.13 The distribution of resources is reflected in tables 11.3 to 11.5.

Table 11.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

				Resource changes								
		2014-2015 expenditure	*2016-2017 appropriation*	*Technical adjustment (non-recurrent biennial provision of posts)*	*New and expanded mandates*	*Within and or across section(s)*	*Other*	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2018-2019 estimate*
A	Programme of work											
1	Coordination of global advocacy of and support for the New Partnership for Africa's Development	9 223.8	12 351.7	–	–	–	(118.1)	(118.1)	(1.0)	12 233.6	390.2	12 623.8
2	Regional coordination of and support for the New Partnership for Africa's Development	2 158.8	1 893.3	–	–	–	(15.9)	(15.9)	(0.8)	1 877.4	87.0	1 964.4
3	Public information and awareness activities in support of the New Partnership for Africa's Development	2 199.3	2 360.8	–	–	–	(19.8)	(19.8)	(0.8)	2 341.0	65.7	2 406.7
	Subtotal	**13 581.9**	**16 605.8**	**–**	**–**	**–**	**(153.8)**	**(153.8)**	**(0.9)**	**16 452.0**	**542.9**	**16 994.9**

(2) *Extrabudgetary*

		2014-2015 expenditure	*2016-2017 estimate*	*2018-2019 estimate*
A	Programme of work	–	200.0	200.0
	Subtotal	**–**	**200.0**	**200.0**
	Total	**13 581.9**	**16 805.8**	**17 194.9**

Table 11.4 **Post resources**

Category	Established regular budget		Temporary						Total	
			Regular budget		Other assessed		Extrabudgetary			
	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019
Professional and higher										
USG	1	1	–	–	–	–	–	–	1	1
D-2	1	1	–	–	–	–	–	–	1	1
D-1	2	2	–	–	–	–	–	–	2	2
P-5	6	6	–	–	–	–	–	–	6	6
P-4/3	23	23	–	–	–	–	–	–	23	23
P-2/1	1	1	–	–	–	–	–	–	1	1
Subtotal	**34**	**34**	**–**	**–**	**–**	**–**	**–**	**–**	**34**	**34**
General Service										
Principal level	1	1	–	–	–	–	–	–	1	1
Other level	8	8	–	–	–	–	–	–	8	8
Subtotal	**9**	**9**	**–**	**–**	**–**	**–**	**–**	**–**	**9**	**9**
Other										
Local level	1	1	–	–	–	–	–	–	1	1
Subtotal	**1**	**1**	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**1**
Total	**44**	**44**	**–**	**–**	**–**	**–**	**–**	**–**	**44**	**44**

Table 11.5 **Distribution of resources by component**

(Percentage)

	Regular budget	Other assessed	Extrabudgetary
A. Programme of work			
1. Coordination of global advocacy of and support for the New Partnership for Africa's Development	74.4	–	100.0
2. Regional coordination of and support for the New Partnership for Africa's Development	11.4	–	–
3. Public information and awareness activities in support of the New Partnership for Africa's Development	14.2	–	–
Total	**100.0**	**–**	**100.0**

Other changes

11.14 Resource changes reflect the reduction of $153,800 made possible from efficiencies that the three offices plan to bring about in the biennium 2018-2019. The proposed reduction is a result of, inter alia, the efforts of the Office to apply the expected Umoja efficiencies presented in the eighth progress report of the Secretary-General on the enterprise resource planning project (A/71/390) to individual day-to-day operations. The Umoja efficiencies set out in that report were based on the Organization's experience with the system, expected future changes, including future roll-outs, a global review of end-to-end processes, the retirement of legacy systems and improvements to business process and planning capabilities. Efficiencies were expressed, inter alia, as the dollar value of a full-time equivalent, where applicable. Further information on the approach is provided in the foreword and introduction of the proposed programme budget for the biennium 2018-2019.

11.15 For the three offices, this translates to non-post reductions of $153,800 that fall under subprogramme 1, Coordination of global advocacy of and support for the New Partnership for

Africa's Development, subprogramme 2, Regional coordination of and support for the New Partnership for Africa's Development, and subprogramme 3, Public Information awareness activities in support of the New Partnership for Africa's Development.

Extrabudgetary resources

11.16 The total projected extrabudgetary resources, amounting to $200,000 in cash for the biennium 2018-2019, would complement resources from the regular budget, under subprogramme 1, to support the involvement of a broader range of civil society and private sector actors in activities relating to NEPAD, including expert group meetings and panel discussions.

Other information

11.17 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation would amount to $107,400, representing four work-months of Professional staff for the biennium 2018-2019, under subprogramme 1.

11.18 The Office of the Special Adviser on Africa convenes and chairs the Interdepartmental Task Force on African Affairs at both principal and expert levels. The Task Force serves as the mechanism for the United Nations system-wide consultations and coordination for the Organization's reports and activities in Africa straddling the nexus between sustainable development, peace and security. The Task Force has been playing a key role in following up on the implementation of the major global summits and conference outcomes related to Africa, and helping to coordinate the advocacy in support of NEPAD.

11.19 The Task Force is also the mechanism for United Nations system-wide consultations on the United Nations monitoring mechanism to review commitments made towards Africa's development needs established pursuant to General Assembly resolution 66/293 of 17 September 2012. In line with the recommendations of the Assembly in its resolution 67/294, the Office of the Special Adviser on Africa also collaborates with Member States, international and regional organizations and relevant entities of the United Nations system, in particular ECA, in the collection of data and the evaluation of performance in order to enhance the effectiveness and reliability of the review. To deliver on its comprehensive mandate to enhance international support for Africa's development, peace and security through advocacy and analytical work, the Office works in close partnership with the Department of Public Information and ECA, guided by a joint strategic framework. The Office aims to implement some of its programmed activities in partnership with those two strategic partners in order to benefit from their respective strengths and from synergies among the three subprogrammes. A case in point for such collaboration is the Africa Week, an annual event organized by the Office on the margins of the General Assembly debate on Africa's development in close collaboration with its strategic partners and other members of the Task Force. The purpose of Africa Week is to raise awareness of the new and emerging challenges confronting the continent, with an aim to mobilize support at the global level for Africa's development priorities and its inclusive transformative agenda. The Office has also played a catalytic role in building new partnerships and strengthening traditional ones between United Nations system entities and African regional and subregional organizations. The Office actively participates in the United Nations Regional Coordination Mechanism for Africa, including by co-chairing a cluster on advocacy, information, communication and culture with the United Nations Educational, Scientific and Cultural Organization and the African Union. The Office also actively participates in the Executive Committee on Economic and Social Affairs as well as various United Nations system task forces on thematic issues, such as the Counter-Terrorism Implementation Task Force, the Task Force on Children and Armed Conflict, the Inter-Agency Network on Women and Gender Equality, the Inter-Agency Consultative Group for Least Developed Countries, and the Inter-Agency Task Force on Financing for Development.

11.20 Although the expected accomplishments and indicators of achievement on the timely submission of documentation needed for meetings of relevant intergovernmental bodies and on efficiencies

achieved in travel costs for the Organization are not reflected in the strategic framework, as there is no executive direction and management component under the present programme, all efforts will be made to achieve 100 per cent compliance with the timely submission of documentation and with the purchase of airline tickets at least two weeks before the commencement of travel.

11.21 Following a review of the publications pertaining to each subprogramme, it is expected that recurrent and non-recurrent publications will be issued as summarized in table 11.6 and as distributed in the output information for each subprogramme.

Table 11.6 **Summary of publications**

	2014-2015 actual			*2016-2017 estimate*			*2018-2019 estimate*		
	Print	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*
Recurrent	–	2	–	–	2	–	–	2	–
Non-recurrent	–	8	–	–	11	–	–	12	–
Total	**–**	**10**	**–**	**–**	**13**	**–**	**–**	**14**	**–**

A. Programme of work

11.22 The distribution of resources by subprogramme is reflected in table 11.7.

Table 11.7 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
1. Coordination of global advocacy of and support for the New Partnership for Africa's Development	12 351.7	12 233.6	32	32
2. Regional coordination of and support for the New Partnership for Africa's Development	1 893.3	1 877.4	5	5
3. Public information and awareness activities in support of the New Partnership for Africa's Development	2 360.8	2 341.0	7	7
Subtotal	**16 605.8**	**16 452.0**	**44**	**44**
Extrabudgetary	200.0	200.0	–	–
Total	**16 805.8**	**16 652.0**	**44**	**44**

Subprogramme 1
Coordination of global advocacy of and support for the New Partnership for Africa's Development

Resource requirements (before recosting): $12,233,600

11.23 Substantive responsibility for this subprogramme is vested within the Office of the Special Adviser on Africa, which will be proactive in working closely with Member States, the African Union, the NEPAD Planning and Coordinating Agency and the entire United Nations system (including the Bretton Woods institutions) in the performance of its function. The subprogramme will be

implemented in accordance with the strategy detailed under subprogramme 1 of programme 9 of the biennial programme plan for the period 2018-2019.

Table 11.8 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen international cooperation in support of the New Partnership for Africa's Development and the achievement of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Increased international community support for Africa's development, in general, and for NEPAD, in particular	(i) Increased number of United Nations system activities in support of Africa's development	Target	170	165	148	145
		Estimate		165	158	145
		Actual			158	140
	(ii) Increased number of international forums, activities and outputs addressing South-South, North-South and triangular cooperation in support of Africa	Target	27	24	11	10
		Estimate		24	18	10
		Actual			18	10
(b) Improved monitoring of the implementation of commitments towards Africa's development, including through regional mechanisms	(i) Increased number of monitored and assessed commitments by African countries towards meeting Africa's development needs	Target	7	6		
		Estimate		6		
		Actual				
	(ii) Increased number of monitored and assessed commitments by Africa's development partners towards meeting Africa's development needs	Target	10	8		
		Estimate		8		
		Actual				
(c) Improved United Nations coordination in providing support to Africa's development	Increased number of projects, programmes and activities coordinated through the Interdepartmental Task Force on African Affairs in support of Africa's development	Target	63	60	52	50
		Estimate		60	55	50
		Actual			52	50
(d) Increased international awareness of Africa's development issues	Increased number of visits and page views on the website of the Office of the Special Adviser on Africa and related websites	Target	75 000	30 000		
		Estimate		50 000		
		Actual				

External factors

11.24 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the private sector and civil society, not only internationally but especially in Africa itself, show their willingness to be involved in the implementation of NEPAD; and (b) all partners implement their financial pledges and other commitments in support of NEPAD.

Outputs

11.25 During the biennium 2018-2019, the following outputs will be delivered:

Table 11.9 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget/ extrabudgetary)	
General Assembly	
Substantive servicing of meetings	
1. Formal meetings	8
Parliamentary documentation	
2. Report of the Secretary-General on the New Partnership for Africa's Development: progress in implementation and international support	2
3. Report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	2
4. Report on the review of the implementation of commitments towards Africa's development	1
Economic and Social Council	
Substantive servicing of meetings	
5. Meetings of the Council on items related to Africa's development	2
Committee for Programme and Coordination	
Substantive servicing of meetings	
6. Meetings of the Committee	3
Parliamentary documentation	
7. Report on the United Nations system support for the New Partnership for Africa's Development	2
Other services	
Ad-hoc expert group meetings on:	
8. Combating illicit financial flows to mobilize resources for financing sustainable development and peace and security in Africa	1
9. Public-private partnerships and sustainable infrastructure: lessons learnt and the way forward to achieve sustainable development in Africa	1
10. Promoting youth employment through entrepreneurship, innovation and information and communications technology in Africa	1
11. Strengthening regional and subregional conflict prevention capabilities	1
12. Enhancing peace dividends and economic recovery after conflict: lessons learned and best practices	1
13. Consultative stakeholder meetings for the United Nations monitoring mechanism to review commitments made towards Africa's development	4
Panel discussions on:	
14. The impact of trade liberalization on Africa's industrialization and integration on global value chains	1
15. Integrated United Nations support for governance, sustainable development and its nexus with peace and security in Africa	1
16. Enhancing the effectiveness of preventive diplomacy in Africa	1
17. Africa's role in global governance: Africa as a strong, united and influential global player and partner	1
Other substantive activities (regular budget/extrabudgetary)	
Non-recurrent publications	
18. Policy briefs on policy developments	2
19. Summary of recommendations/findings of *Africa Week*	1
Reports on:	
20. Combating illicit financial flows to mobilize resources for financing sustainable development and peace and security in Africa	1

Outputs	*Quantity*
21. Public-private partnerships and sustainable infrastructure: lessons learned and the way forward to achieve sustainable development in Africa	1
22. Promoting youth employment through entrepreneurship, innovation and information and communications technology in Africa	1
23. Strengthening regional and subregional conflict prevention capabilities	1
24. Enhancing peace dividends and economic recovery after conflict: lessons learned and best practices	1
Reports of the panel discussions on:	
25. The impact of trade liberalization on Africa's industrialization and integration on global value chains	1
26. Integrated United Nations support for governance, sustainable development and its nexus with peace and security in Africa	1
27. Enhancing the effectiveness of preventive diplomacy in Africa	1
28. Africa's role in global governance: Africa as a strong, united and influential global player and partner	1
Press releases, press conferences	
29. Press conferences on issues related to Africa's sustainable development, peace and security	2
30. Press releases on issues related to Africa's sustainable development, peace and security	2
Technical materials	
Update and maintenance of:	
31. Website of the Office of the Special Adviser on Africa	1
32. Database on African non-governmental organizations	1
33. Online document repository (e-folder) on United Nations system support for the New Partnership for Africa's Development	2
International cooperation and inter-agency coordination and liaison (regular budget/ extrabudgetary)	
Substantive servicing of inter-agency meetings	
34. Coordination of the meetings of the advocacy, information, communication and culture cluster of the Regional Coordination Mechanism for Africa	2
35. Coordination of the Interdepartmental Task Force on African Affairs	4
36. Briefings to Member States and other stakeholders, including the private sector and civil society, on current and emerging issues regarding Africa's development and progress in the implementation of the New Partnership for Africa's Development, and on follow-up to the United Nations global conferences	8

11.26 The distribution of resources for subprogramme 1 is reflected in table 11.10.

Table 11.10 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	10 324.8	10 324.8	32	32
Non-post	2 026.9	1 908.8	–	–
Subtotal	**12 351.7**	**12 233.6**	**32**	**32**
Extrabudgetary	200.0	200.0	–	–
Total	**12 551.7**	**12 433.6**	**32**	**32**

11.27 The amount of $12,233,600, reflecting a decrease of $118,100 compared with the appropriation for 2016-2017, would provide for the financing of 32 posts (1 USG, 1 D-2, 2 D-1, 4 P-5, 7 P-4, 10 P-3, 1 P-2, 1 General Service (Principal level) and 5 General Service (Other level)) ($10,324,800) and non-post requirements, including other staff costs, consultants, experts, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials and furniture and equipment ($1,908,800), to support the implementation of mandates under the subprogramme.

11.28 Resource changes reflect the reduction of $118,100, primarily under other staff costs, consultants, experts contractual service, general operating expenses and office supplies, and furniture and equipment, made possible from efficiencies that the Office of the Special Adviser on Africa plans to bring about in the biennium 2018-2019.

11.29 During the biennium 2018-2019, the projected extrabudgetary resources, amounting to $200,000, would complement resources from the regular budget.

Subprogramme 2
Regional coordination of and support for the New Partnership for Africa's Development

Resource requirements (before recosting): $1,877,400

11.30 Substantive responsibility for this subprogramme is vested within ECA. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 9 of the biennial programme plan for the period 2018-2019. The activities under the subprogramme will be undertaken by the Capacity Development Division, in collaboration with other ECA substantive divisions and in conjunction with the regular programme of technical cooperation.

Table 11.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen United Nations system-wide support for the African Union and Agenda 2063 and other regional priorities, including its New Partnership for Africa's Development programme, at the regional and subregional levels, within the context of the United Nations-African Union Partnership on Africa's Integration and Development Agenda (PAIDA) for the period 2017-2027, as well as strategic plans and priorities of the African Union organs and institutions, in coherence with the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Enhanced coherence, coordination and cooperation among United Nations agencies and organizations, within the context of PAIDA	Increased number of joint projects implemented by the United Nations organizations, through PAIDA and in the context of the Regional Coordination Mechanism for Africa	Target	22	20	18	16
		Estimate		20	18	16
		Actual			18	16
(b) Enhanced capacity of regional and subregional organizations, particularly the African Union Commission, the NEPAD Planning and Coordinating Agency, the African Peer Review Mechanism secretariat, the regional economic communities and intergovernmental organizations to design, implement and monitor their programmes	Increased number of joint capacity development projects in planning, implementing, monitoring and reporting extended to regional and subregional African organizations and institutions by the United Nations system organizations in the context of the Regional Coordination Mechanism for Africa and the subregional coordination mechanisms	Target	10	8	6	
		Estimate		8	6	4
		Actual			6	4

External factors

11.31 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) United Nations agencies, organizations working on African development issues and the African Union are committed to the implementation of joint activities and programmes in support of Agenda 2063 and the attainment of the United Nations Sustainable Development Goals; and (b) African regional and subregional bodies, including regional economic communities and intergovernmental organizations, are supportive of the United Nations efforts to strengthen coordinated system-wide support for the African Union and its priorities.

Outputs

11.32 During the biennium 2018-2019, the following outputs will be delivered:

Table 11.12 **Categories of outputs and final outputs**

Outputs	*Quantity*
Other substantive activities (regular budget/extrabudgetary)	
Non-recurrent publications	
1. Report on strengthening subregional coordination in support of the African Union and NEPAD	1
2. Report on enhancing monitoring and evaluation in the Regional Coordination Mechanism for Africa	1
Booklets, pamphlets, fact sheets, wallcharts, information kits	
3. Booklets and other promotional materials highlighting best practices and effective joint programmes in support of the implementation of NEPAD by United Nations agencies, the African Union Commission, the NEPAD Planning and Coordinating Agency and regional economic communities	2
Technical materials	
4. Guidelines for enhancing the coordination of the cluster and subcluster activities of the Regional Coordination Mechanism for Africa	2
International Cooperation and inter-agency coordination and liaison (regular budget/ extrabudgetary)	
Substantive servicing of inter-agency meetings	
5. Annual sessions of the Regional Coordination Mechanism for Africa	2
6. Meetings of the nine clusters of the Regional Coordination Mechanism for Africa	2
7. Sessions of the subregional coordination mechanisms (Central Africa, Eastern and Southern Africa, North Africa and West Africa)	4
8. Meetings and activities on capacity-building support for the African Union in the context of the Partnership on Africa's Integration and Development Agenda	1
Documentation for the inter-agency meetings	
9. Reports of the annual sessions of the Regional Coordination Mechanism for Africa	2
10. Reports of the annual sessions of the subregional coordination mechanisms	2
11. Reports on United Nations support for the African Union and NEPAD programmes to the Conference of African Ministers of Finance, Planning and Economic Development	2
Other services	
Ad-hoc expert group meetings on:	
12. Strengthening subregional coordination in support of the African Union and NEPAD	1
13. Enhancing monitoring and evaluation in the Regional Coordination Mechanism for Africa	1

Outputs	Quantity
Technical cooperation (regular budget/extrabudgetary)	
Advisory services	
14. Upon request, to Member States, the African Union Commission, the NEPAD Planning and Coordinating Agency, regional economic communities, the Africa Global Partnership Platform, the NEPAD Steering Committee and the African Peer Review Mechanism secretariat in support of the priorities of the African Union, NEPAD and regional economic communities, as well as of the Sustainable Development Goals	8
Training, seminars and workshops	
15. Workshop on strengthening subregional coordination in support of the African Union and NEPAD	1
16. Training on monitoring and evaluation in the Regional Coordination Mechanism for Africa	1

11.33 The distribution of resources for subprogramme 2 is reflected in table 11.13.

Table 11.13 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		Posts	
	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Regular budget				
Post	1 396.5	1 396.5	5	5
Non-post	496.8	496.8	–	–
Total	**1 893.3**	**1 877.4**	**5**	**5**

11.34 Resources in the amount of $1,877,400, reflecting a decrease of $15,900 compared with the appropriation for 2016-2017, would provide for the continuation of five posts (1 P-5, 2 P-4, 1 P-3 and 1 Local level) ($1,396,500) and non-post requirements for other staff costs, consultants, experts and travel of staff ($480,900), to support the implementation of mandates under the subprogramme.

11.35 Resource changes reflect the reduction of $15,900, under travel of staff, made possible from efficiencies that ECA plans to bring about in the biennium 2018-2019.

Subprogramme 3
Public information and awareness activities in support of the New Partnership for Africa's Development

Resource requirements (before recosting): $2,341,000

11.36 Substantive responsibility for this subprogramme is vested within the Department of Public Information. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 3 of programme 9 of the biennial programme plan for the period 2018-2019.

Table 11.14 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To raise international support for the economic, political and social development of Africa, as well as for the efforts made by Africa and the international community to promote the economic growth and sustainable development of the region in pursuit of the goals of the New Partnership for Africa's Development and the achievement of the 2030 Agenda for Sustainable Development and the Sustainable Goals in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
11.1 Enhanced awareness of key thematic issues of NEPAD and other issues related to economic growth and sustainable development in Africa	(i) Increased number of visits to and page views on the *Africa Renewal* website and related websites (by millions)	Target	2.1	1.9	1.0	0.6
		Estimate		2.0	1.3	1.1
		Actual			1.5	1.0
	(ii) Increased number of news items and publications (print, audio and video) picked up and reprinted or republished by the media as a result of continuing interest	Target	3 500	3 200	1 000	800
		Estimate		3 000	2 500	800
		Actual			2 531	2 436

External factors

11.37 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that external media (editors and journalists) are willing to accept publication materials prepared and disseminated by the Africa Section, and that partners (United Nations agencies, the African Union, the NEPAD Planning and Coordinating Agency, stakeholders in Africa and the international community) share information on their activities related to the goals, challenges and accomplishments of NEPAD.

Outputs

11.38 During the biennium 2018-2019, the following outputs will be delivered:

Table 11.15 Categories of outputs and final outputs

Outputs	*Quantity*
Other substantive activities (regular budget/extrabudgetary)	
Recurrent publications:	
1. *Africa Renewal* (English and French)	12
Press releases, press conferences	
2. Media advisories and publicity support for major international, regional and local initiatives and developments that support or have an impact on Africa's economic and social development	2
3. Promotion of information materials through media liaison with editors and writers in major African media and with major donor and other countries to place those articles and to include relevant information on United Nations support for Africa in their own materials	2
Technical materials	
4. Update and maintenance of the website for *Africa Renewal* in English and French	2
International Cooperation and inter-agency coordination and liaison (regular budget/extrabudgetary)	
Contribution to joint outputs	
5. Participation in the annual conference of the Regional Coordination Mechanism for Africa and support for the work of its advocacy, information, communication and culture cluster	2

11.39 The distribution of resources for subprogramme 3 is reflected in table 11.16.

Table 11.16 **Resource requirements: subprogramme 3**

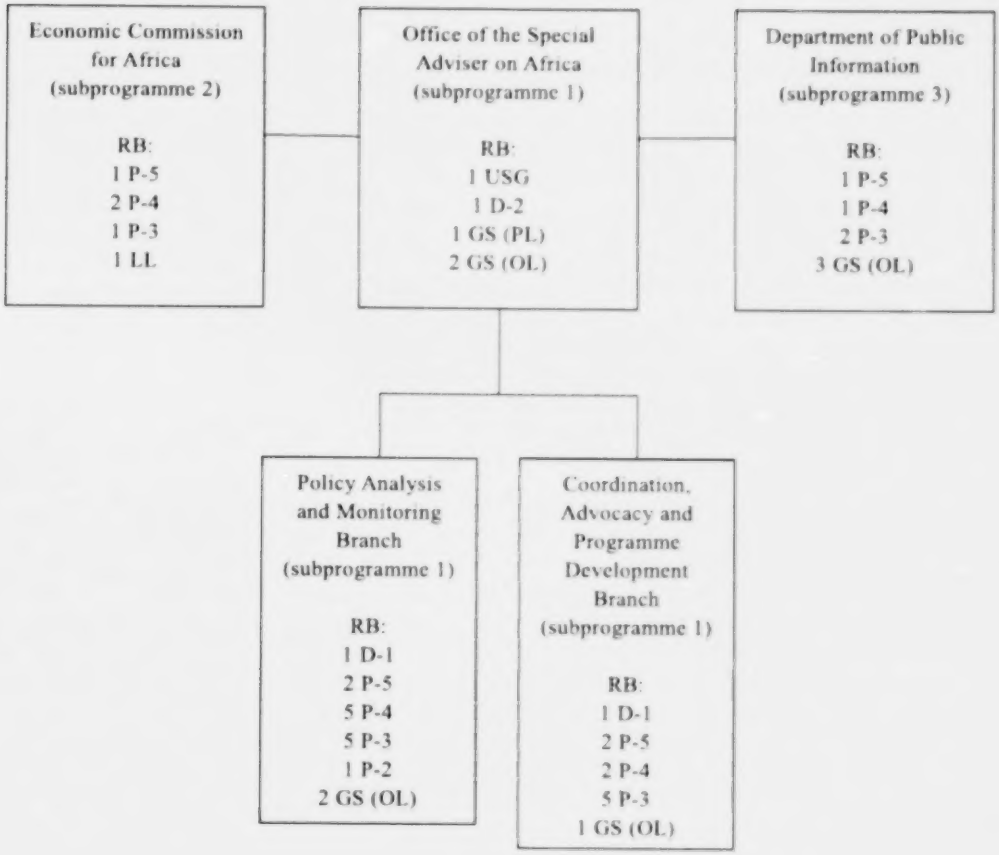
	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	1 834.3	1 834.3	7	7
Non-post	526.5	506.7	–	–
Total	**2 360.8**	**2 341.0**	**7**	**7**

11.40 Resources in the amount of $2,341,000, reflecting a decrease of $19,800 compared with the appropriation for 2016-2017, would provide for the continuation of seven posts (1 P-5, 1 P-4, 2 P-3 and 3 General Service (Other level)) ($1,834,300) and non-post requirements for other staff costs, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment ($506,700), to support the implementation of mandates under the subprogramme.

11.41 Resources changes reflect the reduction of $19,800, under contractual services, made possible from efficiencies that the Department of Public Information plans to bring about in the biennium 2018-2019.

Annex I

Organizational structure and post distribution for the biennium 2018-2019



Annex II

Summary of follow-up actions taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/70/7)	
The Advisory Committee notes that seven out of the nine posts approved under General Assembly resolution 68/247 A have not yet been filled, more than 16 months after their establishment. Notwithstanding the justification provided by the Secretary-General, the Committee is concerned at this long delay and regrets that the time taken so far significantly exceeds the 120-day benchmark for filling a post, as stipulated in paragraph 18 of Assembly resolution 65/247. In this regard, the Committee reiterates its concern that vacant posts are not being filled in a timely manner and expects that the vacant posts will be filled expeditiously (para. IV.60).	At the time of finalization of the present report, all nine posts were encumbered.
With regard to the P-4 post that has been vacant for more than two years, the Advisory Committee reiterates its view that, as a matter of overall policy, the continuing requirement for posts that have been vacant for two years or longer should be reviewed and justifications provided for their retention in the proposed programme budget. Otherwise, they should be proposed for abolishment (A/68/7, chap. I, para. 107). The Committee notes that the candidates for the post are under review by the Central Review Committee and expects the Secretary-General to fill the post expeditiously (para. IV.61).	At the time of finalization of the present report, the P-4 post was encumbered.
The Advisory Committee reiterates its view that the implementation of the activities mandated by the General Assembly under section 11 could benefit from a clearer delineation of reporting lines and the assignment of accountability for programme implementation to the Special Adviser, who has the overall responsibility for their implementation (A/68/7, para. IV.39) (para. IV.68).	Information on the role of the Special Adviser in implementing the programme is included in paragraphs 11.18 and 11.19 of the present report.

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Proposed programme budget for the biennium 2018-2019*

Part IV
International cooperation for development

Section 12
Trade and development

(Programme 10 of the biennial programme plan for the period 2018-2019)**

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* A summary of the approved programme budget will be issued as A/72/6/Add.1.

** A/71/6/Rev.1 and the report of the Secretary-General on the consolidated changes to the biennial programme plan for the biennium 2018-2019 (forthcoming).

*** The present report does not contain an annex on follow-up action taken to implement relevant recommendations of the oversight bodies, given that no such recommendations are outstanding, or on outputs included in the biennium 2016-2017 not to be carried out in the biennium 2018-2019, given that there are no discontinued outputs.

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Overview

Table 12.1 **Financial resources**

(United States dollars)

Appropriation for 2016-2017	138 422 200
Technical adjustments (removal of non-recurrent requirements and biennial provision of posts)	1 475 300
Changes within and/or across section(s)	(140 300)
Other changes	(1 698 100)
Total resource changes	(363 100)
Proposal of the Secretary-General for 2018-2019[a]	138 059 100

[a] At 2016-2017 revised rates.

Table 12.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2016-2017	390	1 USG, 1 ASG, 5 D-2, 20 D-1, 50 P-5, 65 P-4, 74 P-3, 33 P-2/1, 10 GS (PL), 131 GS (OL)
New post	1	1 P-3 under subprogramme 5
Redeployment	–	1 P-5 and 1 P-3 from programme support to executive direction and management
		1 P-4 from executive direction and management to programme support
Abolishment	(7)	1 P-3 under programme support
		1 P-2 under subprogramme 1
		1 GS (OL) under executive direction and management
		1 GS (OL) under subprogramme 2
		1 GS (OL) under subprogramme 3
		1 GS (OL) under subprogramme 4
		1 GS (OL) under programme support
Proposed for the biennium 2018-2019	384	1 USG, 1 ASG, 5 D-2, 20 D-1, 50 P-5, 65 P-4, 74 P-3, 32 P-2/1, 10 GS (PL), 126 GS (OL)

Overall orientation

12.1 The main objective of the programme implemented by the United Nations Conference on Trade and Development (UNCTAD) and the International Trade Centre (ITC) is to assist developing countries, especially the least developed countries, and countries with economies in transition in integrating beneficially into the global economy in support of inclusive and sustainable growth and development. Through its work to promote development-centred globalization, UNCTAD will help to implement the global development agenda, including the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, and will assist developing countries in meeting their development goals, including poverty eradication, improving the well-being of citizens, addressing the opportunities and challenges created by globalization and contributing to the achievement of all relevant Sustainable Development Goals. The specific development needs of Africa, the least developed countries, landlocked developing countries, small island developing States, other

Note: The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; GS, General Service; OL, Other level; PL, Principal level; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

structurally weak, vulnerable and small economies, countries with economies in transition and middle-income countries, according to their needs, should also be addressed at both research and technical assistance levels in accordance with the "Nairobi Maafikiano" adpoted at the fourteenth session of the United Nations Conference on Trade and Development (TD/519/Add.2) and other given mandates.

12.2 In order to attain the foregoing objectives, UNCTAD, within its mandate, will:

(a) Conduct research and analysis on long-standing and emerging trade and development issues;

(b) Build consensus around efforts to promote policies and strategies conducive to inclusive and sustainable development;

(c) Support countries in implementing development strategies aimed at integrating into the global trading system and economy and achieving sustainable growth and development.

12.3 ITC will contribute to the achievement of the Sustainable Development Goals through fulfilling its mandate (to improve the international competitiveness of small and medium-sized enterprises from developing countries, especially least developed countries, and countries with economies in transition).

12.4 In the context of deepening interdependence among all countries, UNCTAD will maintain its unique orientation and commitment to development through those three pillars, while remaining responsive and accountable to all Member States. The Conference will also continue efforts to enhance its efficiency, effectiveness, transparency and accountability, including through results-based management and ensuring a member State driven process through the intergovernmental machinery. Results-based management will be continuously enhanced and applied as a flexible management tool, whereby it will offer a cost-effective means of advancing initiatives and development outcomes.

12.5 The programme is guided by the quadrennial sessions of the Conference, the Trade and Development Board and its subsidiary bodies, and the Commission on Science and Technology for Development, including the decisions adopted at the twelfth, thirteenth and fourteenth sessions of the Conference. The fourteenth session of the Conference decided that UNCTAD should contribute to the implementation of and follow-up to the 2030 Agenda for Sustainable Development and that, in accordance with paragraph 88 of the Addis Ababa Action Agenda, the important role of UNCTAD will be strengthened as the focal point in the United Nations for the integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development. The Conference is responsible for subprogrammes 1 to 5, while ITC is responsible for subprogramme 6.

12.6 As many development challenges are closely interconnected, UNCTAD contributes to effective responses to these challenges through the integrated treatment of trade, finance, investment, technology and sustainable development and the promotion of such an approach for the 2030 Agenda for Sustainable Development. As sustainable and inclusive outcomes in an interdependent world involve collective responses at the multilateral level, UNCTAD has a key role to play in the United Nations system for building consensus around more development-centred globalization, and moving towards a more equitable global economic environment, which contributes to sustained, inclusive and sustainable growth, increased productive capacities for economic structural transformation, sustainable debt management, job creation, poverty eradication and stronger multilateralism for trade and development.

12.7 UNCTAD will pursue its subprogrammes in support of the main objective of the programme. Subprogramme 1 examines development strategies in a globalizing world economy and related issues and provides statistical monitoring and support of trade and development issues. Subprogrammes 2 and 4 contribute to the building of productive capacity and international competitiveness. Subprogramme 3 and the trade logistics component of subprogramme 4 contribute to the maximization of gains resulting from globalization for development in international trade and trade negotiations. Subprogramme 5 covers the development strategies of economies in Africa, least developed countries and countries in special situations, including small

island developing States, landlocked developing countries and other structurally weak, vulnerable and small economies. Sectoral concerns of those countries will also be addressed by other subprogrammes in coordination and cooperation with subprogramme 5.

12.8 ITC will pursue subprogramme 6, which addresses the operational aspects of trade promotion and export development. Its strategic vision is to foster inclusive and sustainable growth and development through trade and international business development. In paragraph 68 of the 2030 Agenda for Sustainable Development, international trade is explicitly recognized as a means to achieve the global goals: "International trade is an engine for inclusive economic growth and poverty reduction, and contributes to the promotion of sustainable development". The role of the private sector for development is also recognized in the 2030 Agenda. Within this context, the strategic challenges of ITC are to strengthen the integration of the business sector into the global economy, improve the performance of trade and investment support institutions for the benefit of enterprises and improve the international competitiveness of enterprises.

12.9 UNCTAD will give due account to cross-cutting issues such as good governance at all levels, freedom, peace and security, respect for human rights, including the right to development, gender equality and women's empowerment, youth and an overall commitment to just and democratic societies, which are essential to all countries to attain sustainable and equitable growth and development.

12.10 Throughout its programme of work, UNCTAD will make efforts to mainstream cross-cutting issues related to gender equality and the empowerment of women, the promotion of sustainable development and full and productive employment.

12.11 UNCTAD will also strengthen its cross-divisional coordination, in particular with respect to training and capacity-building programmes. UNCTAD and ITC will increase their use of evaluation surveys to seek feedback from relevant stakeholders from across all subprogrammes in order to measure the improved capacity of stakeholders to address trade and development issues as a result of UNCTAD and ITC assistance.

12.12 UNCTAD will contribute to the implementation of the outcomes of relevant global conferences and to the achievement of the 2030 Agenda for Sustainable Development, in particular its means of implementation, through support for global partnerships for development, financing for development, domestic resource mobilization, investment, addressing debt, trade, commodities and systemic issues, global economic decision-making, economic cooperation among developing countries, sustainable development and science and technology for development.

12.13 UNCTAD will also contribute to the implementation of other relevant global conferences, including the Addis Ababa Action Agenda and its follow-up, the Programme of Action for the Least Developed Countries for the Decade 2011-2020, the outcomes and the Plan of Implementation of the World Summit on Sustainable Development, the outcomes and the Declaration of Principles and the Plan of Action of the World Summit on the Information Society, the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024, the SIDS Accelerated Modalities of Action (SAMOA) Pathway, the outcome document of the United Nations Conference on Sustainable Development, entitled "The future we want" (General Assembly resolution 66/288, annex), and, as appropriate, the Paris Agreement under the United Nations Framework Convention on Climate Change. UNCTAD will also promote further implementation of ministerial declarations of the World Trade Organization (WTO), in particular the ministerial declaration of the Tenth Ministerial Conference of WTO.

12.14 As a lead agency of the United Nations System Chief Executives Board for Coordination (CEB) inter-agency thematic cluster on trade and productive capacity, UNCTAD will contribute to the implementation of the Aid for Trade initiative, enhance the role of trade and development and interrelated issues in United Nations development assistance plans, such as United Nations development assistance frameworks and national development strategies, undertake joint operations at the country level and enhance related inter-agency cooperation in system-wide initiatives.

12.15 In the implementation of the programme of work of UNCTAD under the different subprogrammes, the following should be taken into consideration:

(a) The relevance of the technical cooperation programmes provided to developing countries as a cross-cutting issue to be monitored by the secretariat;

(b) As the work on results-based management is an ongoing process and follows relevant United Nations guidelines, the overall results-based management approach will be revised on the basis of the outcome of this process.

Overview of resources

12.16 The overall resources proposed for the biennium 2018-2019 for this section amount to $138,059,100 before recosting, reflecting a net decrease of $363,100 (or 0.3 per cent) compared with the appropriation for 2016-2017. Resource changes stem from three factors, namely, (a) technical adjustments relating to the removal of non-recurrent requirements and the biennial provision of new posts established in 2016-2017; (b) within and across section changes; and (c) other resource changes. The proposed resource level provides for the full, efficient and effective implementation of mandates.

12.17 The distribution of resources is reflected in tables 12.3 to 12.5.

Table 12.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

				Resource changes								
Component	*2014-2015 expenditure*	*2016-2017 appropriation*	*Technical adjustment (non-recurrent, biennial provision of posts)*	*New and expanded mandates*	*Within and or across section(s)*	*Other*	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2018-2019 estimate*
A Policymaking organs	392.9	543.5	–	–	(18.2)	–	(18.2)	(3.3)	525.3	21.0	546.3
B Executive direction and management	10 315.9	10 406.2	–	–	420.8	(253.5)	167.3	1.6	10 573.5	227.4	10 800.9
C Programme of work											
1 Globalization, interdependence and development	22 400.2	23 054.0	1 526.3	–	–	(260.6)	1 265.7	5.5	24 319.7	536.5	24 856.2
2 Investment and enterprise	27 760.7	25 324.2	–	–	–	(253.5)	(253.5)	(1.0)	25 070.7	442.2	25 512.9
3 International trade and commodities	31 276.4	28 781.8	–	–	–	(253.5)	(253.5)	(0.9)	28 528.3	546.1	29 074.4
4 Technology and logistics	17 794.8	16 940.1	(51.0)	–	–	(253.5)	(304.5)	(1.8)	16 635.6	291.6	16 927.2
5 Africa, least developed countries and special programmes	9 675.6	9 532.5	–	–	176.1	–	176.1	1.8	9 708.6	176.0	9 884.6
Subtotal, C	**108 907.6**	**103 632.6**	**1 475.3**	**–**	**176.1**	**(1 021.1)**	**630.3**	**0.6**	**104 262.9**	**1 992.4**	**106 255.3**
D Programme support	25 025.3	23 839.9	–	–	(719.0)	(423.5)	(1 142.5)	(4.8)	22 697.4	661.5	23 358.9
Subtotal, 1	**144 641.6**	**138 422.2**	**1 475.3**	**–**	**(140.3)**	**(1 698.1)**	**(363.1)**	**(0.3)**	**138 059.1**	**2 902.3**	**140 961.4**

(2) *Extrabudgetary*

		2014-2015 expenditure	2016-2017 estimate	2018-2019 estimate
A	Policymaking organs	–	–	–
B	Executive direction and management	560.5	2 319.7	691.5
C	Programme of work	64 081.6	71 775.3	71 070.5
D	Programme support	9 530.0	8 674.9	8 648.7
	Subtotal, 2	**74 172.1**	**82 769.9**	**80 410.7**
	Total	**218 813.7**	**221 192.1**	**221 372.1**

Table 12.4 **Post resources**

	Established regular budget		Temporary						Total	
			Regular budget		Other assessed		Extrabudgetary			
Category	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019
Professional and higher										
USG	1	1	–	–	–	–	–	–	1	1
ASG	1	1	–	–	–	–	–	–	1	1
D-2	5	5	–	–	–	–	–	–	5	5
D-1	20	20	–	–	–	–	1	1	21	21
P-5	49	49	1	1	–	–	1	1	51	51
P-4/3	136	136	3	3	–	–	4	4	143	143
P-2/1	33	32	–	–	–	–	–	–	33	32
Subtotal	**245**	**244**	**4**	**4**	**–**	**–**	**6**	**6**	**255**	**254**
General Service										
Principal level	10	10	–	–	–	–	–	–	10	10
Other level	131	126	–	–	–	–	9	9	140	135
Subtotal	**141**	**136**	**–**	**–**	**–**	**–**	**9**	**9**	**150**	**145**
Total	**386**	**380**	**4**	**4**	**–**	**–**	**15**	**15**	**405**	**399**

Table 12.5 **Distribution of resources by component**

(Percentage)

Component	*Regular budget*	*Extrabudgetary*
A. Policymaking organs		
1. United Nations Conference on Trade and Development	0.05	–
2. Investment, Enterprise and Development Commission	0.05	–
3. Commission on Science and Technology for Development	0.3	–
Subtotal, A	**0.4**	**–**
B. Executive direction and management	7.7	0.9
C. Programme of work		
1. Globalization, interdependence and development	17.6	13.6
2. Investment and enterprise	18.2	9.7
3. International trade and commodities	20.7	8.8
4. Technology and logistics	12.0	54.3
5. Africa, least developed countries and special programmes	7.0	2.0
Subtotal, C	**75.5**	**88.4**
D. Programme support	16.4	10.8
Total	**100.0**	**100.0**

Technical adjustments

12.18 Resource changes reflect the net effect of:

(a) An increase of $1,582,500 relating to the biennial provision of seven new posts (2 P-5, 3 P-4, 1 P-3, and 1 P-2) established in 2016-2017 pursuant to General Assembly resolutions 70/247 and 71/272, including support to the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda;

(b) Removal of non-recurrent requirements totalling $107,200 relating to the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda.

Changes within and/or across section(s)

12.19 Resource changes reflect the redeployment of resources between executive direction and management, programme of work and programme support in order to better position UNCTAD in the delivery of mandates, including those contained in the Nairobi Maafikiano. In that regard, a strengthening of outreach and communications capacity is proposed within executive direction and management, to be funded through the redeployment of post resources from the programme support component. In parallel, it is proposed to enhance UNCTAD support to the Trade and Development Board and two new intergovernmental groups of experts created by the Nairobi Maafikiano through a redeployment of a post from executive direction and management to programme support. Increased demand for the work of UNCTAD in the African region would be addressed through the establishment of an additional post under subprogramme 5, to be funded through the abolishment of a post under programme support. The net impact of resource realignment would result in a reduction of $140,300 for the biennium 2018-2019, which takes into account the delayed impact of resources in the biennium 2020-2021 relating to the new post proposed to be established under subprogramme 5.

Other changes

12.20 Resource changes reflect the reduction of $1,698,100, made possible from efficiencies that the Conference plans to bring about in the biennium 2018-2019. The proposed reductions are a result of the efforts of the Conference to apply the anticipated Umoja efficiencies presented in the eighth

progress report of the Secretary-General on the enterprise resource planning project (A/71/390) to individual day-to-day operations. The Umoja efficiencies set out in the eighth progress report were based on the Organization's experience with the system, anticipated future changes, including future roll-outs, a global review of end-to-end processes, the retirement of legacy systems and improvements to business process and planning capabilities. Efficiencies were expressed, inter alia, as the dollar value of a full-time equivalent, where applicable. Further information on the approach is provided in the foreword and introduction of the proposed programme budget for the biennium 2018-2019.

12.21 For UNCTAD, this translates into post reductions of $1,528,100 and non-post reductions of $170,000. The reductions fall under executive direction and management ($253,500), programme of work ($1,021,100), comprising reductions under subprogramme 1 ($260,600), subprogramme 2 ($253,500), subprogramme 3 ($253,500) and subprogramme 4 ($253,500), and programme support ($423,500).

Extrabudgetary resources

12.22 The Conference receives both cash and in-kind contributions, which complement regular budget resources and continue to be vital in the delivery of its mandates. During the biennium 2018-2019, the projected cash contributions, amounting to $80,410,700, or 36.3 per cent of the total resources, will finance various technical cooperation activities, such as technical advisory services, training, workshops, seminars and field projects. The projected decrease of $2,359,200, or 2.9 per cent, compared with the biennium 2016-2017 reflects the nature of UNCTAD extrabudgetary resources, which are devoted almost exclusively to country-specific technical cooperation activities and are demand-driven, cyclical and subject to funding uncertainty.

12.23 Anticipated in-kind contributions with an estimated value of $164,200 would provide for rent-free premises and substantive personnel on non-reimbursable loan to support the UNCTAD programme of work.

Other information

12.24 UNCTAD continues to have mechanisms in place for the enhancement of overall institutional performance, results-based management and accountability and is exploring new initiatives in those areas. With respect to the implementation of oversight body recommendations, UNCTAD has maintained an implementation rate of over 80 per cent in recent years. Moreover, the number of outstanding recommendations of the Office of Internal Oversight Services (OIOS) continues to be low owing to continuous implementation efforts, as evidenced by the 14 OIOS recommendations implemented in 2016.

12.25 The Secretary-General of UNCTAD is also continuing in 2017 the efforts for the enhancement of accountability of staff at the Director level through internal management and monitoring tools based on the senior manager's compact with the Secretary-General of the United Nations. With regard to results-based management, efforts have continued in the training of programme managers to manage for and measure results through a new session of the UNCTAD-tailored training provided in cooperation with the United Nations System Staff College. A framework for results-based management was introduced in the technical cooperation pillar of the work of UNCTAD. That framework covers the various stages, from project inception to implementation and follow-up. Efforts are under way for the extension of the coverage to the research and analysis and intergovernmental consensus building pillars.

12.26 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation in the biennium 2018-2019 amount to $1,655,800, including $1,493,600 under the regular budget and $162,200 in extrabudgetary resources. Evaluation activities are being implemented through the evaluation plans developed for all substantive subprogrammes. Staff time devoted to self-assessment and self-evaluation under all subprogrammes is estimated to be

165.5 work-months, including 100.5 work-months financed from the regular budget and 5 work-months from extrabudgetary resources.

12.27 In addition to the mandatory self-assessment activities related to regular programme performance reporting in the context of results-based budgeting, the UNCTAD secretariat coordinates external evaluations of its programmes and projects and conducts internal evaluations at the request of management. These evaluations and the recommendations emerging therefrom have raised awareness among programme managers to better focus on the results achieved from their programmes and have contributed to a culture of continuous improvement.

12.28 UNCTAD has been implementing a set of measures that are aimed at strengthening the evaluability of its programme of work, as well as overall results-based management. These have included an enhanced evaluation framework, improved self-evaluation methodologies and approaches through the development of guidance and self-assessment tools for programme managers and the improvement of divisional systems for monitoring, evaluating and reporting on performance. Programmatic results frameworks are being mapped and linked to the Sustainable Development Goals to ensure overall coherence and synergies with system-wide approaches.

12.29 Through its participation in CEB and its subordinate committees, UNCTAD contributes to ongoing reform initiatives and system-wide efforts to make progress with regard to working together in new ways in support of a more impactful United Nations development system response to the challenges encountered in the implementation of the 2030 Agenda for Sustainable Development. UNCTAD continues to lead the United Nations Inter-Agency Cluster on Trade and Productive Capacity in delivering operational activities "as one" at the country level, in collaboration with the United Nations Industrial Development Organization, the United Nations Development Programme, ITC, the Food and Agriculture Organization of the United Nations, WTO, the United Nations Environment Programme, the International Labour Organization, the United Nations Commission on International Trade Law, the United Nations Office for Project Services and the five regional commissions. UNCTAD has concluded memorandums of understanding with ITC and ILO in the past few years to define a cooperative and coordinated approach to work related to trade facilitation, trade and employment. In addition, during 2016 UNCTAD concluded agreements with 11 international organizations and international non-governmental organizations to enhance common approaches and synergies in various areas of work.

12.30 As one of the five major institutional stakeholders of the financing for development follow-up process, UNCTAD plays a lead role in the Inter-Agency Task Force on Financing for Development follow-up, as mandated by the Addis Ababa Action Agenda, contributing to the deliberations of the annual Economic and Social Council forum on financing for development, as well as contributing to the Inter-Agency Task Team on the Technology Facilitation Mechanism. In addition, in line with the mandate of the Nairobi Maafikiano on follow-up of Sustainable Development Goal 17, UNCTAD is a key contributor to the Inter-Agency Expert Group on Sustainable Development Goals indicators, supporting monitoring and follow-up to the means of implementation of the 2030 Agenda for Sustainable Development.

12.31 Following a review of the publications pertaining to each subprogramme, it is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 12.6 and as distributed in the output information for each subprogramme.

Table 12.6 Summary of publications

	2014-2015 actual			*2016-2017 estimate*			*2018-2019 estimate*		
	Print	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*
Recurrent	–	–	73	–	–	61	–	4	51
Non-recurrent	2	1	103	–	2	105	–	11	105
Total	**2**	**1**	**176**	**–**	**2**	**166**	**–**	**15**	**156**

A. Policymaking organs

Resource requirements (before recosting): $525,300

12.32 The provision relates to standing intergovernmental organs and expert bodies, special sessions of the General Assembly and intergovernmental processes, the servicing of which is the responsibility of UNCTAD.

Fifteenth session of the United Nations Conference on Trade and Development

12.33 In accordance with paragraph 2 of its resolution 1995 (XIX), adopted in 1964, the General Assembly determines the dates and the location of the sessions of UNCTAD, taking into account the recommendations of the Conference or the Trade and Development Board. The fifteenth session of the Conference will be held in 2020, for which preparatory work will take place in the biennium 2018-2019.

Trade and Development Board

12.34 The Trade and Development Board was established by the General Assembly in its resolution 1995 (XIX) as a permanent organ of the Conference to carry out the functions of the Conference when it is not in session. The Board reports to the Conference and the General Assembly, meets annually in regular sessions and may meet in executive sessions three times annually and in special sessions, as required. It is assisted by the Working Party on the Strategic Framework and the Programme Budget in its oversight of the programme of work, including technical cooperation.

Subsidiary bodies of the Trade and Development Board

12.35 Two intergovernmental commissions perform integrated policy work in their respective areas of competence as subsidiary bodies of the Trade and Development Board (see TD/442, paras. 201-206). The commissions hold annual sessions.

12.36 The Trade and Development Commission addresses the mandate of dealing with issues related to the beneficial integration of developing countries and economies in transition into the international trading system, so as to promote their development, issues related to commodity dependence and transport and trade logistics. It has two standing subsidiary expert bodies, namely, the Intergovernmental Group of Experts on Competition Law and Policy and, as established by General Assembly resolution 70/186, the Intergovernmental Group of Experts on Consumer Protection Law and Policy.

12.37 The Investment, Enterprise and Development Commission has the mandate of dealing with issues related to investment, technology and related financial issues, as well as enterprise and information and communications technology (ICT) issues. The Commission is assisted by 16 expert advisers, serving in their individual capacity and selected from both developed and developing countries. The Commission has a standing subsidiary expert body, namely, the Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting.

12.38 The Trade and Development Board has two standing subsidiary expert bodies, established in accordance with the Nairobi Maafikiano, namely, the Intergovernmental Group of Experts on Financing for Development and the Intergovernmental Group of Experts on e-Commerce and the Digital Economy.

12.39 Subsequent to the twelfth session of the Conference, it was decided that expert meetings would continue to be held under the auspices of the commissions in order to benefit from a higher level of technical expertise (see TD/442, para. 207). The total number of such meetings, excluding the sessions of the standing expert bodies of the commissions, would not exceed eight annually. Technical matters discussed at the meetings are reported to the parent commission.

Commission on Science and Technology for Development

12.40 Established by General Assembly resolution 46/235, the intergovernmental Commission on Science and Technology for Development provides overall direction to the related programme of work. Pursuant to Economic and Social Council resolutions 2002/37 and 2006/46, the Commission, composed of 43 members, meets on an annual basis and reports to the Council. In accordance with Council resolution 1993/75, the Commission receives specialized and technical advice from ad hoc panels and workshops that meet between sessions of the Commission to examine specific issues on science and technology for development. The UNCTAD secretariat provides substantive support to the Commission. As requested by the General Assembly in its resolution 70/125, the Chair of the Commission on Science and Technology for Development established the Working Group on Enhanced Cooperation to deal with issues of public policy issues pertaining to the Internet. The Working Group had its first meeting in September 2016 and is expected to develop policy recommendations to be reported to the Commission on Science and Technology for Development by 2018.

12.41 The distribution of resources for policymaking organs is reflected in table 12.7.

Table 12.7 **Resource requirements: policymaking organs**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Non-post	543.5	525.3	–	–
Total	**543.5**	**525.3**	**–**	**–**

12.42 Resources in the amount of $525,300, reflecting a decrease of $18,200 compared with the appropriation for 2016-2017, would provide for non-post requirements, including:

(a) Other staff costs and travel of staff to various forums/preparatory meetings as part of the preparatory processes relating to the Conference;

(b) The travel of up to 16 experts serving in their individual capacity to participate in the annual sessions of the Investment, Enterprise and Development Commission, in accordance with General Assembly resolution 49/130;

(c) The travel of 43 representatives participating in the work of the Commission on Science and Technology for Development and the travel and daily subsistence allowance for the experts taking part in intersessional ad hoc panel of experts.

12.43 The decrease of $18,200 is due to the proposed removal of provisions under general operating expenses in respect of the preparation for the fourteenth session of the Conference, which would be no longer required in the biennium 2018-2019.

B. Executive direction and management

Resource requirements (before recosting): $10,573,500

12.44 The Secretary-General of UNCTAD provides overall direction on substantive and managerial matters and ensures the effective servicing of the intergovernmental machinery of UNCTAD, in particular the quadrennial sessions of the Conference and the sessions of the Trade and Development Board. The Deputy Secretary-General deputizes for the Secretary-General and oversees the operations of the secretariat regarding the strategic, programmatic and managerial aspects, including promoting strategic integration and policy coherence and collaborative work

with relevant entities, and overseeing communications, in order to enhance the visibility, use and impact of the work of UNCTAD.

12.45 The Office of the Secretary-General assists the Secretary-General and the Deputy Secretary-General in discharging their above-mentioned responsibilities. The UNCTAD New York Office works on enhancing outreach to Member State delegations based in New York, and to enhance coordination with other United Nations entities, regional and specialized organizations and other relevant partners. The Regional Office for Africa provides substantive support, technical expertise and advisory services to Member States, regional organizations and regional economic communities in Africa.

Table 12.8 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enable UNCTAD to be of further service to its member States and ensure full implementation of the legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff and financial resources.

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Programme of work is effectively managed	Timely delivery of outputs and services [percentage of outputs and services delivered on time]	Target	93	92	90	92
		Estimate		93	91	92.5
		Actual			96	93
(b) Enhanced policy coherence in the management of the economic and social activities of the United Nations	Increase in the number of activities carried out in collaboration with other entities	Target	60	60	54	52
		Estimate		58	55	52
		Actual			56	54
(c) Improved dissemination and increased visibility of the work of UNCTAD	(i) Increase in the number of media citations of the work of UNCTAD	Target	25 000	14 600	14 500	14 500
		Estimate		20 000	14 500	14 400
		Actual			15 000	12 300
	(ii) Increase in the number of visits to the UNCTAD website [millions]	Target	3.5	2.2	2.1	
		Estimate		3.1	2.1	
		Actual			3.0	
(d) Improvement in the mainstreaming of gender perspective into the work of UNCTAD	Increased number of initiatives mainstreaming a gender perspective into the work of UNCTAD	Target	25	21	20	12
		Estimate		22	20	19
		Actual			27	31
(e) Increased timeliness of submission of documentation	Increased percentage of pre-session documents submitted in accordance with the required deadline	Target	100	95.4	96	92
		Estimate		96	95.2	95.5
		Actual			100	97
(f) Efficiencies achieved in travel costs for the Organization	Increased percentage of air tickets purchased at least two weeks before the commencement of travel	Target	100			
		Estimate		62		
		Actual				

External factors

12.46 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that all stakeholders are fully engaged.

Outputs

12.47 During the biennium 2018-2019, the following outputs will be delivered:

Table 12.9 **Categories of outputs and final outputs**

Outputs	*Quantity*
A. Servicing of intergovernmental and expert bodies (regular budget)	
United Nations Conference on Trade and Development	
Substantive servicing of meetings	
1. Fifteenth session of the Conference, including preparatory meetings, as required	8
Parliamentary documentation	
2. Documents and conference room papers for the Conference and its preparatory meetings, as required	4
Trade and Development Board	
Substantive servicing of meetings	
3. Annual, special and executive sessions of Board and its subsidiary bodies, as required	52
Parliamentary documentation	
4. Documents and conference room papers for the Board, as required	2
5. Reports on the follow-up to the major United Nations conferences and summits in the areas of UNCTAD expertise, as required	2
6. Reports on matters requiring action by the Board in the follow-up to the fifteenth session of the Conference	2
Working Party on the Strategic Framework and the Programme Budget	
Substantive servicing of meetings	
7. Meetings of the Working Party	10
Parliamentary documentation	
8. Conference room papers or working papers, as required	8
9. Annual synthesis report of the external evaluations of UNCTAD programmes and projects	2
Ad hoc expert groups	
10. Ad hoc expert groups to be determined by the Secretary-General of UNCTAD, in consultation with member States	3
B. Other substantive activities (regular budget/extrabudgetary)	
Booklets, fact sheets, wallcharts, information kits	
11. Policy briefs	2
12. UNCTAD annual reports	2
13. Civil Society Symposium: programme and report	3
14. Civil society e-alerts	2
15. Civil society outreach compendium	1
16. Report on UNCTAD regional meeting with civil society organizations	2
17. Summary of hearings with civil society and the private sector	2
18. Issues in brief	2
19. Press kits and flyers for flagship publications	12
20. Public information materials on UNCTAD	2
21. Public information materials for the fifteenth session of UNCTAD, including for civil society	10
22. UNCTAD brochures	1
23. UNCTAD posters (various formats), laminations and other special products	2
24. UNCTAD at a Glance	1
25. UNCTAD folders	1
26. Regional outreach materials	2

Outputs	*Quantity*
Press releases, press conferences	
27. Press conferences and lectures, including by the Secretary-General and the Deputy Secretary-General, as required	2
28. Press releases, as required	2
29. Information notes	2
30. Web news briefs, as required	2
Technical material	
31. UNCTAD website and its web pages and social media applications containing information about UNCTAD, meetings and events, documents and publications, and press and public information materials, including information on evaluation	2
32. Website of the fifteenth session of UNCTAD	1
33. Guidance materials on the mainstreaming of results-based management	2
34. Guidance document on evaluations management at UNCTAD	1
Special events	
35. Public symposium with civil society and member States in connection with the work programme of UNCTAD, subject to further consideration and decision by the Trade and Development Board	1
36. Raúl Prebisch Lecture	2
37. Geneva multi-stakeholder dialogues on topical international trade and development issues	4
38. High-level events with UNCTAD special advisers and advocates	4
Exhibits, guided tours, lectures	
39. Specialized information sessions for students, delegates and academia visiting UNCTAD and, upon request, in other locations, as required	2
C. Technical cooperation (regular budget/extrabudgetary)	
Advisory services	
40. Briefings, including at ministerial level, on the definition and coordination of national development strategies oriented towards sustainable development	4
D. Administrative support services (regular budget)	
Overall management	
41. Policy clearance of all documents and publications issued by UNCTAD, including material for UNCTAD websites	1
42. Policy planning and coordination of intergovernmental and expert meetings	1
43. Programme and project clearance by internal programme review function	1
44. Coordination of programme performance reporting and monitoring	1
E. Internal oversight services (regular budget/extrabudgetary)	
Evaluations	
45. Oversight and management of external evaluations mandated by the Trade and Development Board	1
46. Oversight and management of project evaluations funded by the United Nations Development Account	1
47. Oversight and coordination of external evaluations required by contribution agreements	1
48. Oversight of self-assessments and self-evaluations	1

12.48 The distribution of resources for executive direction and management is reflected in table 12.10.

Table 12.10 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	10 192.2	10 318.2	31	31
Non-post	214.0	255.3	–	–
Subtotal	**10 406.2**	**10 573.5**	**31**	**31**
Extrabudgetary	2 319.7	691.5	–	–
Total	**12 725.9**	**11 265.0**	**31**	**31**

12.49 Resources in the amount of $10,573,500, reflecting a net increase of $167,300 compared with the appropriation for 2016-2017, would provide for the financing of 31 posts (1 USG, 1 ASG, 1 D-1, 3 P-5, 5 P-4, 5 P-3, 3 P-2, 1 General Service (Principal Level) and 11 General Service (Other level)) ($10,318,200) and non-post requirements, including other staff costs, consultants, experts and travel of staff ($255,300). Of the 31 posts, 3 (1 P-5, 1 P-3 and 1 General Service (Other level)) are located in the New York Office.

12.50 The net increase of $167,300 is due mainly to a proposed inward redeployment of two posts (1 Senior Public Information Officer (P-5) and 1 Economic Affairs Officer (P-3)) from the programme support component to the Communications, Information and Outreach Section, in order to satisfy increased work demand in this area, offset in part by: (a) the proposed outward redeployment of one post of Public Information Officer (P-4) to programme support, in order to service the Trade and Development Board, and to support two new intergovernmental groups of experts established in line with the Nairobi Maafikiano; and (b) the proposed abolishment of one post of Team Assistant (General Service (Other level)) resulting from efficiencies that the Conference plans to bring about in the biennium 2018-2019.

C. Programme of work

12.51 The distribution of resources by subprogramme is reflected in table 12.11.

Table 12.11 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
1. Globalization interdependence and development	23 054.0	24 319.7	64	63
2. Investment and enterprise	25 324.2	25 070.7	77	76
3. International trade and commodities	28 781.8	28 528.3	84	83
4. Technology and logistics	16 940.1	16 635.6	50	49
5. Africa, least developed countries and special programmes	9 532.5	9 708.6	25	26
Subtotal	**103 632.6**	**104 262.9**	**300**	**297**
Extrabudgetary	71 775.3	71 070.5	3	3
Total	**175 407.9**	**175 333.4**	**303**	**300**

Subprogramme 1
Globalization, interdependence and development

Resource requirements (before recosting): $24,319,700

12.52 Substantive responsibility for this subprogramme is vested within the Division on Globalization and Development Strategies. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 10 of the biennial programme plan for the period 2018-2019 and subsequent changes thereto.

Table 12.12 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enhance economic policies and strategies at all levels for sustained growth, inclusive and sustainable development, full employment and decent work for all, debt and development finance issues, including concerted efforts on domestic, regional and international resource mobilization for development, and poverty eradication in developing countries, especially the least developed countries, including through North-South cooperation, complemented but not substituted by South-South and triangular cooperation

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Improved understanding of the global economic environment and of policy choices for inclusive and sustained development at the national, regional and international levels	(i) Number of statements at, inter alia, intergovernmental meetings, by policymakers and beneficiaries indicating the usefulness of UNCTAD research and analysis for the national policymaking process	Target	40	40	35	45
		Estimate		40	40	43
		Actual			41	141
	(ii) Number of citations in the media on the growth-oriented macroeconomic and financial policy choices advocated in UNCTAD research	Target	550	550	500	
		Estimate		550	550	
		Actual			727	
(b) Enhanced understanding of the interplay between successful domestic and international resource mobilization for development, debt sustainability and of the policy choices for a durable solution to financing for development challenges and to the debt problems of developing countries	(i) Number of institutions and countries having used the capacity-building services of the Debt Management and Financial Analysis System programme	Target	106/68	106/68	106/68	104/67
		Estimate		106/68	106/68	104/67
		Actual			106/68	106/69
	(ii) Number of statements at, inter alia, intergovernmental meetings, by policymakers and beneficiaries indicating the usefulness of UNCTAD research and policy analysis on financial resource mobilization and debt issues for national or supranational policymaking processes	Target	30			
		Estimate				
		Actual				
	(iii) Number of citations in the media on financing and debt policy choices and reform proposal advocated by UNCTAD research	Target	50			
		Estimate				
		Actual				
	(iv) Percentage of stakeholders indicating the usefulness of participating in the Debt Management Conference	Target	60			
		Estimate		60		
		Actual				

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2018-2019	2016-2017	2014-2015	2012-2013
(c) Improved access to and use of reliable and timely statistics and indicators highlighting the interlinkages between trade, investment, debt, macroeconomics, finance, including debt sustainability, globalization and development to support decision-making on economic policies and development strategies and monitoring of Sustainable Development Goals	Percentage of users reporting satisfaction with UNCTAD statistical products	Target	60			
		Estimate		60		
		Actual				
(d) Improved Palestinian policymaking and institutional capacities, and strengthened international cooperation for alleviating the adverse economic and social conditions imposed on the Palestinian people and for building an independent Palestinian State	Number of Palestinian and international development and policy initiatives and institutions responding to UNCTAD research findings, recommendations and technical cooperation activities on assistance to the Palestinian people	Target	11	11	11	11
		Estimate		11	11	10
		Actual			11	11

External factors

12.53 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) up-to-date and accurate economic and financial information and data at the country and regional levels are available; (b) access to a range of international and national data and statistical databases are continued; (c) cooperation with relevant entities on the production of key statistics is continued; (d) there will be no significant shortfalls in the extrabudgetary funding for technical cooperation programmes; (e) the performance of countries in relation to their debt position is influenced by global economic trends and has an impact on the attainment of the indicator of achievement; and (f) political and security conditions in the Occupied Palestinian Territory and region will be favourable.

Outputs

12.54 During the biennium 2018-2019, the following outputs will be delivered:

Table 12.13 **Categories of outputs and final outputs**

Outputs	Quantity
A. Servicing of intergovernmental and expert bodies (regular budget)	
General Assembly	
Substantive servicing of meetings	
1. Meetings of the Second Committee, as required	5
Parliamentary documentation	
2. Report of the Secretary-General on External Debt Sustainability and Development	2
3. Report to the General Assembly on the obstacles to trade and development and the economic cost of occupation for the Palestinian people, as requested	2
Economic and Social Council	
Substantive servicing of meetings	
4. Meetings of the Council and its subsidiary bodies	4
United Nations Conference on Trade and Development	
Substantive servicing of meetings	
5. Fifteenth session of the Conference, including preparatory meetings, as required	12

Outputs	Quantity
Parliamentary documentation	
6. Documents and conference room papers for the Conference, including preparatory meetings, as required	1
Trade and Development Board	
Substantive servicing of meetings	
7. Meetings of the annual and executive sessions of the Board	10
Parliamentary documentation	
8. *Trade and Development Report* — Overview	2
9. Ad hoc report on specific financing for development issues	1
10. Ad hoc report on challenges to developing country debt sustainability, as requested	2
11. Ad hoc report on measurement of official development assistance, if requested	1
12. Ad hoc reports on current trends and outlook regarding the performance of the world economy from a development perspective, as requested	2
13. Report on UNCTAD assistance to the Palestinian people	2
Working Party on the Strategic Framework and the Programme Budget	
Substantive servicing of meetings	
14. Meetings of the Working Party	4
Trade and Development Commission and Investment, Enterprise and Development Commission	
Substantive servicing of meetings	
15. Multi-year expert meeting on topics to be decided by Member States	3
Parliamentary documentation	
16. Reports to the expert meetings of the Commission on issues to be decided by the Commission	3
Intergovernmental Group of Experts on Financing for Development	
Substantive servicing of meetings	
17. Meetings of the Intergovernmental Group of Experts	12
Parliamentary documentation	
18. Reports and notes to the Intergovernmental Group of Experts, as required	2
Ad hoc expert groups	
19. Ad hoc expert group meeting on inclusive growth and Sustainable Development Goals	1
20. Ad hoc expert group meeting on coherence between international economic rules, policies and processes, on the one hand, and national policies and development strategies, on the other	1
21. Ad hoc expert group meetings on current and upcoming issues in the interdependence between trade, finance, investment, technology and macroeconomic policies	1
22. Ad hoc expert meeting on the coherence of macroeconomic trade, social, industrial, fiscal and financial policies against poverty, for sustainable development	1
23. Ad hoc expert group meeting on specific financing for development issues	1
24. Ad hoc expert group meeting on debt problems faced by developing countries	1
25. Debt Management Conference	1
B. Other substantive activities (regular budget/extrabudgetary)	
Recurrent publications	
26. *Trade and Development Report*	2
27. *UNCTAD Handbook of Statistics*	2
28. UNCTAD SDG Monitor	2
Non-recurrent publications	
29. Studies on external debt	1

Outputs	*Quantity*
30. Study on causes and impacts of financial crises in developing countries	1
31. Study on international financial architecture	1
32. UNCTAD report presenting the United Nations Global Policy Model	1
33. Studies on structural transformation and development of productive capacities	2
34. Studies on Palestinian economic development	2
35. Studies on obstacles to trade and development in the occupied Palestinian territory, including the economic cost of occupation for the Palestinian people, as requested	2
36. Study series on South-South cooperation and regional integration	4
Exhibits, guided tours, lectures	
37. Lectures and presentations on external debt and development finance issues	2
38. Lectures and presentations on macroeconomic and development policy issues	2
Booklets, fact sheets, wallcharts, information kits	
39. Policy briefs	10
40. Statistical "In-focus" briefs	2
41. Statistics info-graphic fact sheets	2
42. Economic country profiles	2
43. Maritime country profiles	2
44. Annual reports on the Debt Management and Financial Analysis System (DMFAS)	2
45. Brochure on DMFAS programme products and services	1
46. DMFAS e-newsletters	1
47. Public information material on activities of the subprogramme	1
48. Web-based Virtual Institute newsletter	1
49. Brochure on UNCTAD Financial Stress and Debt Sustainability Indicators	2
50. Brochure on the Virtual Institute programme and services	1
Press releases, press conferences	
51. Press releases, press conferences and interviews on research results and policy proposals in the areas of globalization, development strategies and the enabling environment at all levels, as required	2
52. Press releases, press conferences and interviews on issues related to developing country debt and external financing, as required	2
53. Press briefings and interviews on UNCTAD assistance to the Palestinian people, as required	2
54. Press releases and briefings on research results in the area of South-South cooperation and regional integration, as required	2
55. Press release on the biennial Debt Management Conference	1
56. Launch of the *Trade and Development Report*	2
57. Press releases on statistical issues related to developing countries, as required	2
Technical material	
58. Working papers	10
59. DMFAS version 7 user guide	1
60. DMFAS website	1
61. DMFAS version 7 technical support documentation	1
62. Capacity-building training module on debt management	2
63. Update and maintenance of DMFAS software	1
64. Updates of relevant UNCTAD website pages on programmes and activities within the subprogramme	1
65. UNCTAD Financial Stress and Debt Sustainability Indicators	2
66. UNCTAD Financial Database	1

Outputs	*Quantity*
67. Virtual Institute web-based platform and teaching materials and studies	1
68. UNCTADStat	2
69. World Economic Macro-modellers database	8
70. UNCTAD Monthly Commodity Export Price Index	2
71. Trade in services update	8
72. UNCTAD statistical web data servers	1
73. UNCTAD statistical Data Centre, including metadata repository	1
Audiovisual resources	
74. Virtual Institute multimedia resources	1
Seminars for outside users	
75. Seminars on South-South cooperation and regional integration, as required	1
76. Seminars on external debt and development finance issues	1
77. Seminars on globalization, development strategies and policy coherence, including those relating to training courses on key issues on the international economic agenda and other capacity-building activities	1
Contribution to joint outputs	
78. Contribution to *World Economic Situation and Prospects*	2
79. Contributions to a report on South-South cooperation, as requested	1
80. Contributions to a report on issues related to globalization and development, as requested	1
81. Contribution to the Inter-Agency Task Force on Financing for Development	2
82. Contribution to reports on United Nations assistance to the Palestinian people	2
83. Contribution to reports to the Economic and Social Council, as requested	4
C. Technical cooperation (regular budget/extrabudgetary)	
Advisory services	
84. To policymakers in developing countries on mobilizing development resources and investment for structural transformation	4
85. To policymakers in developing countries with a goal of assessing emerging needs and policymakers' experiences with domestic resource mobilization, regional cooperation and their future development strategies	2
86. Technical presentations to the Framework Working Group of the Group of 20 using the Global Policy Model	6
87. To policymakers in the Group of 20, on macroeconomic and development policies to achieve strong, sustainable and balanced growth	6
88. To strengthen capacity of debtor developing countries to renegotiate their official debt at the Paris Club	4
89. To policymakers in developing countries to implement best practice in regard to the work of the United Nations in the area of debt	2
90. To policymakers in developing countries on how to build macroeconomic resilience to mitigate financial instability	2
91. To debt management officers on strengthening debt management capacity and institutions in developing countries, in cooperation with the Debt Management Facility of the World Bank	5
92. To strengthen the technical capacity of developing countries and countries with economies in transition to record and monitor their external debt, including governance issues	1
93. Strengthening the capacity of, and the substantive administration and coordination of technical cooperation projects for, the Palestinian people with regard to economic policymaking, trade facilitation and policy, financial management, development strategies, enterprise development and/or investments	4

Outputs	Quantity
94. To policymakers in developing countries on industrial policy, in the framework of the Productive Transformation Policy Review (jointly with the Organization for Economic Cooperation and Development)	2
95. To policymakers in developing countries on how to use UNCTAD Financial Stress and Debt Sustainability Indicators	2
96. To policymakers in developing countries on national policy strategies to improve debt sustainability and on related debt negotiations	2
97. To policymakers in Mauritius, Mozambique, South Africa, the United Republic of Tanzania and Zambia on economic integration in Southern Africa, in the framework of the Development Account Project 1617L: development policies for sustainable economic growth in Southern Africa	2
98. Advisory services on the development of university curriculums and research, and of teaching resources for the Virtual Institute network of academic institutions	2
99. Technical assistance at the national and regional levels to policymakers in developing countries and countries with economies in transition to improve their statistical capacity in the area of trade and development	1
Training courses, seminars and workshops	
100. Seminars for policymakers aimed at identifying specific development needs and formulating development strategies and practical policy recommendations	2
101. Specialized information sessions on different trade and development topics, for delegates, academia, students and civil society organizations, as required	2
102. Seminars for policymakers from African countries on globalization, trade and development issues, organized by UNCTAD and China-Europe Vocational Training Centre in Wuhan, China	4
103. Regional workshop for policymakers in developing countries on responsible sovereign borrowing and lending and other debt issues	2
104. DMFAS training courses for administrators and debt auditors from selected countries in recording debt data, reporting, debt statistics, debt analysis and debt auditing	65
105. DMFAS advisory group	1
106. Training course, seminar or workshop on Palestinian development strategies, investment and/or trade policy	1
107. E-learning and related advisory services for trade in services	1
108. E-learning and related advisory services for merchandise trade	1
Field projects	
109. Installation, update and maintenance of the DMFAS programme	10
110. Project to enhance the public, private and/or international capacity related to the assistance to the Palestinian People	1
111. Trade in services development programme for the member countries of the West African Economic and Monetary Union	1
112. Project to measure illicit capital flows in sub-Saharan Africa (as requested by and in cooperation with the United Nations Office on Drugs and Crime and the Economic Commission for Africa)	1

12.55 The distribution of resources for subprogramme 1 is reflected in table 12.14.

Table 12.14 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	20 044.0	21 365.9	64	63
Non-post	3 010.0	2 953.8	–	–
Subtotal	**23 054.0**	**24 319.7**	**64**	**63**
Extrabudgetary	11 012.8	10 906.1	1	1
Total	**34 066.8**	**35 225.8**	**65**	**64**

12.56 Resources in the amount of $24,319,700, reflecting a net increase of $1,265,700 compared with the appropriation for 2016-2017, would provide for the financing of 63 posts (1 D-2, 4 D-1, 11 P-5, 9 P-4, 10 P-3, 3 P-2, 4 General Service (Principal level) and 21 General Service (Other level)) ($21,365,900) and non-post requirements, including other staff costs, consultants, experts, travel of staff, contractual services and general operating expenses ($2,953,800), to carry out the UNCTAD programme of work under this subprogramme.

12.57 The net increase of $1,265,700 is related mainly to the biennial provision of seven new posts (2 P-5, 3 P-4, 1 P-3 and 1 P-2) established in the period 2016-2017 in line with General Assembly resolutions 70/247 and 71/272, including support for the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda, offset in part by the removal of one-time expenditures in 2016 relating to the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda, and the proposed abolishment of one post of Associate Economic Affairs Officer (P-2) resulting from efficiencies that the Conference plans to bring about in the biennium 2018-2019.

12.58 During the biennium 2018-2019, projected extrabudgetary resources of $10,906,100 will be used to provide for technical cooperation activities.

Subprogramme 2
Investment and enterprise

Resource requirements (before recosting): $25,070,700

12.59 Substantive responsibility for this subprogramme is vested within the Division on Investment and Enterprise. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 10 of the biennial programme plan for the period 2018-2019 and subsequent changes thereto.

Table 12.15 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure inclusive growth and sustainable development through investment and enterprise development for the enhancement of productive and technological capacity-building, industrialization, economic diversification, job creation and progress towards achieving the Sustainable Development Goals

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures* 2018-2019	2016-2017	2014-2015	2012-2013
(a) Improved ability of countries to address key and emerging issues related to investment and its interaction with official development assistance, trade and regional integration and to develop in a sustainable manner	(i) Number of investment stakeholders reporting improved capacity to address key issues related to investment as a result of UNCTAD assistance	Target	240	240	180	170
		Estimate		240	230	170
		Actual			193	226
	(ii) Number of statements by Member States indicating that they have implemented tools and methodology provided by UNCTAD in the area of international investment	Target	40	37	35	30
		Estimate		37	35	30
		Actual			31	30
	(iii) Percentage of stakeholders indicating the usefulness of participating in the World Investment Forum	Target	60			
		Estimate		60		
		Actual				
(b) Enhanced ability of developing countries and countries with economies in transition in designing and implementing strategies and policies to attract and benefit from investment for sustainable development	(i) Number of developing countries and countries with economies in transition implementing strategies, policies and recommendations for attracting investment and enhance its contribution to inclusive growth and the Sustainable Development Goals as a result of UNCTAD assistance	Target	42	42	35	30
		Estimate		40	40	30
		Actual			36	41
	(ii) Number of developing countries and countries with economies in transition demonstrating improved investment-related performance on the basis of various benchmark indicators, following UNCTAD assistance	Target	32	30	28	25
		Estimate		30	28	25
		Actual			30	25
(c) Enhanced capacity to address key and emerging issues related to international investment agreements and their development dimension, as well as their formulation and implementation	(i) Number of statements by Member States indicating that they pursue activities in support of the sustainable development dimension of international investment agreements, following UNCTAD assistance	Target	170	160	80	120
		Estimate		160	155	75
		Actual			91	150
	(ii) Number of investment stakeholders sharing experiences and best practices on the sustainable dimension of international investment agreements	Target	100			
		Estimate		100		
		Actual				
(d) Enhanced understanding of enterprise development issues and ability to boost productive and technological capacity through enterprise development policies	(i) Number of countries implementing UNCTAD policy measures and tools in the design of policies aimed at strengthening entrepreneurship and the competitiveness of their firms	Target	32	32	23	27
		Estimate		32	30	27
		Actual			34	30

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2018-2019	2016-2017	2014-2015	2012-2013
	(ii) Number of countries using guidance and tools developed by UNCTAD in the areas of accounting, enterprise development, business linkages and corporate reporting	Target	30	30	25	20
		Estimate		30	28	20
		Actual			26	27

External factors

12.60 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) up-to-date and accurate economic and financial information and data at the country and regional levels are available; (b) there will be no significant shortfalls in extrabudgetary funding of technical cooperation programmes; (c) there will be continuing political will to achieve consensus in intergovernmental meetings on actions to be taken to achieve the objective of the programme; and (d) conditions and capacities for adopting policies and implementing appropriate recommendations exist in member States.

Outputs

12.61 During the biennium 2018-2019, the following outputs will be delivered:

Table 12.16 **Categories of outputs and final outputs**

Outputs	Quantity
A. Servicing of intergovernmental and expert bodies (regular budget)	
General Assembly	
Parliamentary documentation	
1. Report of the Secretary-General on investment and entrepreneurship for sustainable development, as required	2
United Nations Conference on Trade and Development	
Substantive servicing of meetings	
2. Fifteenth session of the Conference, including preparatory meetings, as required	4
Trade and Development Board	
Substantive servicing of meetings	
3. Annual and executive sessions of the Board	4
Parliamentary documentation	
4. Reports on agenda item 9: Investment for development	2
Working Party on the Strategic Framework and the Programme Budget	
Substantive servicing of meetings	
5. Meetings of the Working Party	4
Investment, Enterprise and Development Commission	
Substantive servicing of meetings	
6. Annual sessions of the Commission	16
7. Multi-year expert meetings on topics to be decided by Member States	12
Parliamentary documentation	
8. Reports to the Commission on topics to be decided by the Commission	4
9. Reports of the Commission	2
10. Reports to the expert meetings of the Commissions on issues to be decided by the Board	2

Outputs	Quantity
11. Reports of the multi-year expert meetings	2
Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting	
Substantive servicing of meetings	
12. Annual sessions of the Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting (ISAR)	12
Parliamentary documentation	
13. Notes to the annual sessions of the Intergovernmental Working Group of Expert on ISAR	4
World Investment Forum	
Substantive servicing of meetings	
14. Bi-annual session of the World Investment Forum	16
Parliamentary documentation	
15. *World Investment Forum Reports*	3
Ad Hoc Expert Groups	
16. Issues of key concern to developing countries related to foreign direct investment	1
17. Development impact of foreign direct investment and the activities of multinational enterprises	2
18. Themes related to the 2018 and 2019 editions of *World Investment Report*	2
19. Review of best practices in responsible investment	1
20. Review of the methodological approach to investment policy reviews and follow-up activities	1
21. Issues in international investment agreements and their development dimension	2
22. Review and exchange of experiences on a new generation of investment promotion and facilitation strategies	1
23. Review and exchange of experiences of best practices in promoting investment for sustainable development at national and local levels	1
24. Development aspects of intellectual property rights	1
25. Entrepreneurship and the Sustainable Development Goals	1
26. Review and implementation of enterprise development policies	1
27. Review of exchange of good practices in implementing requirements on sustainability and the Sustainable Development Goals corporate reporting	2
B. Other substantive activities (regular budget/extrabudgetary)	
Recurrent publications	
28. *World Investment Report*	2
29. *World Investment Report* — Overview	2
30. *International accounting and reporting issues: annual review*	2
31. *Transnational Corporations Journal*	2
32. Foreign direct investment in least developed countries: best practices and lessons learned	1
Non-recurrent publications	
33. Investment policy reviews and implementation reports	8
34. *Investment Advisory Series*	2
35. Reports on foreign direct investment for development, including on responsible and sustainable investment	4
36. The IPA Observer	4
37. Reports on investment issues and policies in support of development	4
38. Issues on intellectual property rights for development	2
39. Enterprise development issues	2
40. Accounting and reporting issues	2

Outputs	*Quantity*
41. Global Investment Trends Monitor	6
42. Investment Policy Monitor	6
43. Reports on corporate social responsibility	1
Exhibits, guided tours, lectures	
44. Lectures on issues related to the work of the subprogramme	15
Booklets, fact sheets, wallcharts, information kits	
45. Information material on investment and enterprise for development	4
46. ISAR Update	4
47. Empretec newsletter	4
48. Newsflashes on the international investment agreement	20
49. Newsflashes on Smart Promotion Network	24
50. Promotional brochures and flyers	4
51. Promotional folders	2
Press releases, press conferences	
52. Launch of *World Investment Report*	10
53. Press launches of other publications	5
54. Press briefings, interviews and press conferences related to the outputs of the programme	10
Technical material	
55. Investment guides	6
56. Reports on measures affecting international investment	4
57. International investment agreements issues notes	4
58. Intellectual Property Rights for Development Policy briefs	2
59. Training material on Empretec and business linkages	1
60. Databases on foreign direct investment and multinational enterprises activities, and cross-border mergers and acquisitions	2
61. National policies databases	1
62. International investment agreements online databases	4
63. Investment policy hub	1
64. Global Registration Portal	1
Contribution to joint outputs	
65. Contribution to *World Economic Situation and Prospects* on issues related to the subprogramme	1
C. Technical cooperation (regular budget/extrabudgetary)	
Advisory services	
66. Advisory services to developing countries in formulating policies aimed at attracting and benefitting from foreign direct investment	10
67. Advisory services for developing countries on economic diversification and structural transformation through investment and enterprise development	10
68. Assistance to developing countries, in particular least developed countries and regional/subregional groupings, in collecting statistics and analysis on investment, including on the development impact of foreign direct investment and the activities of multinational enterprises	6
69. Advisory services for Governments and regional/subregional groupings on issues related to international investment agreements and their sustainable development dimension	8
70. Advisory services for Governments and regional/subregional groupings on the development aspects of intellectual property rights	4
71. Assistance to developing countries in implementing and following up on recommendations arising from their investment policy reviews	10

Outputs	*Quantity*
72. Assistance to developing countries in implementing internationally recognized standards and practices in accounting and reporting	7
73. Assistance to Governments and regional/subregional groupings in strengthening their research and policy analysis with regard to the development impact of foreign direct investment and the activities of multinational enterprises, including through non-equity modes of international production	4
74. Assistance to national and subnational investment promotion agencies (IPAs), as well as regional and international groupings of IPAs	8
75. Development of and assistance to existing Empretec centres and strengthening of the networks of Empretec centres	6
76. Assistance to developing countries through the Business Facilitation programme	12
77. Assistance to Governments and regional/subregional groupings, especially in Africa, in the development of regional mechanisms to facilitate the mobilization of financial resources for inclusive and sustainable development	2
78. Assistance to developing countries, in particular least developed countries, landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, in producing and disseminating objective and informative investment guides	6
79. Assistance to Governments and regional/subregional groupings in designing strategies and policies to enhance the contribution of foreign investment to inclusive growth and the Sustainable Development Goals	6
80. Advisory services for developing countries with regard to their entrepreneurship, microenterprises, small and medium sized enterprises and business linkages policies	6
81. Assistance to Governments and regional/subregional groupings on cross-cutting issues, including gender equality and women's empowerment	4
82. Assistance to developing countries' Governments in promoting initiatives in support of responsible investment	10
Training courses, seminars and workshops	
83. Best practices in national and international investment policies and frameworks	9
84. Allowing for the development of the human resources capacity required to formulate and implement integrated national policies related to investment	8
85. International investment statistics and survey methodologies	6
86. Foreign direct investment, its development dimension and related policy issues, including the dissemination of *World Investment Report*	12
87. Best practices in entrepreneurship policies	6
88. Capacity-building in sustainability reporting	4
89. Capacity-building in investment promotion and facilitation for policymakers, investment promotion agency officials and diplomats	8
90. Intellectual property and development issues	4
91. Negotiation, implementation and reform of international investment agreements, and exchange of information on the effects of international investment agreements on development	6
92. Implementation of the Investment Policy Framework for Sustainable Development	4
93. Enterprise policies regarding corporate social responsibility	6
94. Responsible investment initiatives	6
Field projects	
95. Linkages and new Empretec programmes in developing countries	4
96. National and regional projects on accounting and reporting in developing countries	4
97. Business facilitation	12

12.62 The distribution of resources for subprogramme 2 is reflected in table 12.17.

Table 12.17 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	24 546.1	24 292.6	77	76
Non-post	778.1	778.1	–	–
Subtotal	**25 324.2**	**25 070.7**	**77**	**76**
Extrabudgetary	7 884.6	7 805.7	–	–
Total	**33 208.8**	**32 876.4**	**77**	**76**

12.63 Resources in the amount of $25,070,700, reflecting a decrease of $253,500 compared with the appropriation for 2016-2017, would provide for the financing of 76 posts (1 D-2, 3 D-1, 10 P-5, 14 P-4, 19 P-3, 8 P-2, 1 General Service (Principal level) and 20 General Service (Other level)) ($24,292,600) and non-post requirements, including other staff costs, consultants, experts, travel of staff and contractual services ($778,100), to carry out the UNCTAD programme of work under the subprogramme.

12.64 The decrease of $253,500 is due to the proposed abolishment of one post of Team Assistant (General Service (Other level)) resulting from efficiencies that the Conference plans to bring about in the biennium 2018-2019.

12.65 During the biennium 2018-2019, projected extrabudgetary resources of $7,805,700 will be used to provide for technical cooperation activities.

Subprogramme 3
International trade and commodities

Resource requirements (before recosting): $28,528,300

12.66 Substantive responsibility for this subprogramme is vested within the Division on International Trade and Commodities. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 3 of programme 10 of the biennial programme plan for the period 2018-2019 and subsequent changes thereto.

Table 12.18 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure the effective, qualitative and beneficial participation of all countries in international trade, including through addressing the special needs and challenges of commodity-dependent developing countries

		Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Enhanced implementation of measures by developing countries, in particular least developed countries and countries with economies in transition, to integrate beneficially into the international trading system and to create an enabling environment for sustainable development, through improved understanding of trade policymaking and enhanced national capacity	(i) Number of actions (such as the implementation of policy recommendations) taken by countries and institutions receiving UNCTAD assistance to enhance their participation in regional and multilateral trade agreements, cooperative frameworks and partnerships, including South-South trade negotiations and WTO accession processes	Target	20	20		
		Estimate		20		
		Actual				

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
	(ii) Number of actions (such as the implementation of policy recommendations) taken by developing countries to integrate trade, productive capacity, employment and development concerns into their best-fit national trade and services policies	Target	18	18		
		Estimate		18	16	
		Actual			15	
(b) Strengthened trade and trade-related decision-making of developing countries, in particular those in Africa and the least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, and countries with economies in transition and middle-income countries, according to their needs, and implementation of measures to address the trade and development impact of subsidies, tariff and non-tariff measures	(i) Number of beneficiaries indicating the usefulness of UNCTAD Trade Analysis and Information System, related statistical indicators, trade analysis training and trade policy research publications for sustainable development	Target	300	n.a.		
		Estimate		300		
		Actual				
	(ii) Number of specific actions (such as changes to regulations and increased transparency measures) taken by Member States, at the national, regional or multilateral levels, aimed at streamlining or harmonizing non-tariff measures in international trade, including the reduction or elimination of arbitrary or unjustified non-tariff barriers in international trade, with the assistance of UNCTAD	Target	8	8	8	6
		Estimate		8	8	6
		Actual			8	6
(c) Enhanced adoption, improvement and enforcement of national and regional competition and consumer protection legislation in developing countries and countries with economies in transition	Number of developing countries and countries with economies in transition that have adopted, revised or implemented competition and consumer protection legislation and institutional frameworks as a result of best practices, model laws and peer reviews provided by UNCTAD	Target	21	19	17	15
		Estimate		21	17	15
		Actual			17	33
(d) Enhanced design and implementation by developing countries, in particular those in Africa and the least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, and countries with economies in transition and middle-income countries, according to their needs, of trade, environment and sustainable development objectives and creative economy strategies at all levels	Number of developing countries and countries with economies in transition that have designed and implemented policies, programmes, normative initiatives and institutional arrangements to harness opportunities for trade in environmentally preferable products, including biotrade and creative industries, with assistance from UNCTAD	Target	36	36	34	34
		Estimate		36	34	34
		Actual			34	34
(e) Strengthened capacity of developing countries, in particular least developed countries and countries with economies in transition, to design and implement trade policies that allow women to benefit more from the opportunities arising from international trade	Percentage of stakeholders participating in country-based activities confirming improved capacity to identify and to address gender-specific trade barriers and gender-specific obstacles on the supply side	Target	70			
		Estimate		60		
		Actual				

External factors

12.67 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) up-to-date and accurate economic and financial information and data at the country and regional levels are available; (b) there will be no significant shortfalls in extrabudgetary funding of technical cooperation programmes; and (c) conditions and capacities for adopting and implementing policies and strategies exist in member States.

Outputs

12.68 During the biennium 2018-2019, the following outputs will be delivered:

Table 12.19 **Categories of outputs and final outputs**

Outputs	*Quantity*
A. Servicing of intergovernmental and expert bodies (regular budget)	
General Assembly	
Substantive servicing of meetings	
1. Meetings of the Second Committee, as required	4
Parliamentary documentation	
2. Reports on international trade and development	2
3. Report on world commodity trends and prospects	1
United Nations Conference on Trade and Development	
Substantive servicing of meetings	
4. Fifteenth session of the Conference, including preparatory meetings, as required	1
Parliamentary documentation	
5. Reports and conference room papers for the Conference, including preparatory meetings, as required	1
Economic and Social Council	
Substantive servicing of meetings	
6. Meetings of the Council and its subsidiary bodies	1
Trade and Development Board	
Substantive servicing of meetings	
7. Annual and executive sessions of the Board	4
Parliamentary documentation	
8. Reports on trends in trade, trade regulations and standards and on issues to be decided by the Board, as required	2
9. Ad hoc reports on commodity trends and prospects	2
Working Party on the Strategic Framework and the Programme Budget	
Substantive servicing of meetings	
10. Meetings of the Working Party	4
Trade and Development Commission	
Substantive servicing of meetings	
11. Annual sessions of the Commission	16
12. Single-year and multi-year expert meetings on topics to be decided by Member States	30
Parliamentary documentation	
13. Background documentation for the Commission as required	2
14. Background documentation on non-tariff measures and sustainability standards	1
15. Background documentation for the multi-year expert meetings on services, development and trade	4

Outputs	*Quantity*
16. Background documentation for multi-year expert meeting on the theme "Enhancing the enabling economic environment at all levels in support of inclusive and sustainable development", as required	2
17. Background documentation and reports on commodities for multi-year expert meetings, as required	6
Intergovernmental Group of Experts on Competition Law and Policy	
Substantive servicing of meetings	
18. Annual sessions of the Intergovernmental Group of Experts	6
Parliamentary documentation	
19. Reports on issues to be decided by the Intergovernmental Group of Experts, as required	6
Intergovernmental Group of Experts on Consumer Protection Law and Policy	
Substantive servicing of meetings	
20. Annual sessions of the Intergovernmental Group of Experts	4
Parliamentary documentation	
21. Reports on issues to be decided by the Intergovernmental Group of Experts, as required	4
Ad hoc expert groups	
22. Changing international trade landscape and trade costs	1
23. Challenges and opportunities of international trade for the promotion of sustainable development	1
24. Ad hoc expert group on the role of competition law and policy in fostering sustainable development and trade by enhancing domestic and international competitiveness of developing countries	2
25. Global Commodities Forum	1
26. Oil, Gas and Mines Trade and Finance Conference and Exhibition	1
27. Multi-stakeholder meeting on commodities and development	1
B. Other substantive activities (regular budget/extrabudgetary)	
Recurrent publications	
28. Analytical studies on the following key trade and inclusive development issues:	
Policy issues in international trade	10
Trends in international trade and trade policy	4
Developing countries in international trade studies	2
Development gains from the international trading system and trade negotiations	2
Current issues in competition law and development	2
Current issues in consumer protection law and development	2
Interface between trade and environment, including climate change in promoting inclusive sustainable development	6
29. Commodities and Development Report	1
Non-recurrent publications	
30. Analytical country and regional studies on:	
Trade policy, international trade negotiations and inclusive development, including the impact of migration on development, the impact of migrants' remittances on development and the trade and development impact of non-tariff barriers	7
Services policy reviews	2
Trade and gender	3
Voluntary peer reviews of competition law and policy	2
Voluntary peer reviews of consumer protection law and policy	2
Trade, environment and sustainable development	5
Trade and development gains of the creative economy	1

Outputs	Quantity
Trade, Environment and Development Review	1
Development dimension of the creative economy	1
Trade and agriculture	1
31. Commodity development and trade analytical studies	4
32. Commodities at a Glance	4
33. State of Commodity Dependence	1
Exhibits, guided tours, lectures	
34. Lectures and exhibits on issues related to the work of the subprogramme, as required	10
Booklets, fact sheets, wallcharts, information kits	
35. Reports on UNCTAD technical assistance work dealing with competition and consumer protection policies	2
36. Report of the Global Commodities Forum	1
37. Report of the Oil, Gas and Mines Trade and Finance Conference and Exhibition	1
38. Generalized System of Preferences newsletters and related information materials	2
39. Promotional brochure/flyer on trade and gender	2
40. Booklets, fact sheets, wallcharts, information kits related to the work of the subprogramme, as required	2
Press releases, press conferences	
41. Press releases and press conference related to the work of the subprogramme, as required	4
42. Booklet and fact sheet on UNCTAD perspective on competition law	2
43. Booklet and fact sheet on UNCTAD perspective on consumer protection law	2
44. Information materials on commodities	6
Special events	
45. Global Services Forum	1
46. Trade and gender event	2
47. Non-tariff measures week	2
48. Bio Trade Congress	1
49. Creative economy event	1
Technical material	
50. Development and updating of the World Integrated Trade Solution (WITS) and Trade Analysis Information System (TRAINS) databases, including the non-tariff measures and non-tariff barriers database in the context of collaboration with partner organizations under the Transparency in Trade Initiative	2
51. Training modules on topics in international trade negotiations	5
52. Updates of relevant UNCTAD web pages on programmes and activities within the subprogramme	2
53. Updating or localization of the teaching package on trade and gender	5
54. Technical materials on competition and consumer protection issues under UNCTAD Research Partnership Platform	4
55. *Manual on Consumer Protection*	2
56. Model Law on Competition	2
57. Iron ore market review	2
58. Iron ore statistics	2
59. Updates of relevant UNCTAD web pages on programmes and activities under the subprogramme	2
60. Handbooks on Classification of Non-Tariff Measures	1
61. Handbooks and policy briefs on: Generalized System of Preferences and market access	3

Outputs	*Quantity*
62. Handbooks and policy briefs on effective competition agency	1
63. National competition and consumer protection laws (CD-ROM)	2
Audiovisual resources	
64. Online training course on non-tariff measures	4
65. Commercial diplomacy and dispute settlement (CD-ROM)	1
66. Proceedings of meetings conducted by the subprogramme	6
67. Updating or localization of the audiovisual material of the teaching package on trade and gender	2
68. Model Law on Competition (CD-ROM)	2
Contribution to joint outputs	
69. Contribution to the UNCTAD-WTO-ITC publication *World Tariff Profiles*	2
70. Contribution to the annual Sustainable Development Goals Report	2
71. Contribution to the Sustainable Development Goals Indicators	2
72. Contribution to the Inter-Agency Task Force on Financing for Development	2
73. Contribution to the Flagship Report of the United Nations Forum on Sustainability Standards	1
74. Contribution to *World Economic Situation and Prospects*, published by the Department of Economic and Social Affairs of the United Nations Secretariat, the regional commissions and UNCTAD	2
75. Annual meeting of the Intergovernmental Forum on Mining and Sustainable Development	2
76. Contribution to lectures for the Virtual Institute, as required	2
C. Technical cooperation (regular budget/extrabudgetary)	
Advisory services	
77. To strengthen the analytical capacities of developing countries for trade and trade-related decision-making	9
78. To improve the understanding and capacity of developing countries, in particular least developed countries and countries with economies in transition, to integrate beneficially into the global economy and the international trading system and to participate in regional and multilateral trade agreements, cooperative frameworks and partnerships, including South-South trade and WTO accession processes.	5
79. To enhance the capacities of developing countries to integrate trade, productive capacity, employment and development concerns into national trade and services policies	5
80. To strengthen cooperation and partnerships with subregional, regional and international organizations on international trade, and inclusive growth and sustainable development	8
81. To policymakers in developing countries on the linkages between trade and gender	4
82. To policymakers in developing countries and regional organizations on developing competition and consumer protection regimes, including the assessment of the current legislative frameworks, the development of policy and institutional frameworks and legislative drafting or revision of relevant laws, regulations and guidelines	10
83. To policymakers in developing countries on trade and environment issues and creative economy potential in fostering sustainable development	9
Training courses, seminars and workshops	
84. The Geneva Trade and Development Workshop Series held jointly by UNCTAD, WTO, the University of Geneva and the Graduate Institute of International and Development Studies	4
85. Training of staff from selected regional and subregional groupings, government officials and other experts to collaborate interactively on WITS, TRAINS and non-tariff measures	6
86. Seminars on the Generalized System of Preferences and other preferential trading arrangements	2
87. Workshops, seminars and training activities on WTO accession	6
88. Seminars and workshops on services policies and regulatory and institutional frameworks	5

Outputs	*Quantity*
89. Training events for trade policymakers and negotiators on persistent and emerging development challenges in the international trading system	12
90. Seminars and workshops to build the trade policy capacity of developing countries, in particular least developed countries and countries with economies in transition	4
91. Training courses based on the teaching package on trade and gender	2
92. National seminars to strengthen the capacity of developing countries to mainstream gender in trade policy	3
93. Training courses, seminars and workshops aimed at building or strengthening human resource capacities and skills of competition and consumer protection agencies in enforcing the relevant laws	8
94. Seminars, workshops and policy dialogues for policymakers and key stakeholders on trade, environment and sustainable development	10
95. National and regional workshops to help relevant stakeholders in commodity dependent developing countries to formulate strategies and policies and harness development gains, as well as respond to the trade and development challenges and opportunities of commodity markets	6
Field projects	
96. International project on the collection and dissemination of data on non-tariff measures under the Transparency in Trade initiative	1
97. United Nations Forum on Sustainability Standards	1
98. Capacity-building projects on services, trade and inclusive growth and development	3
99. Capacity-building projects on regional and multilateral trade negotiations, in particular in least developed countries	2
100. Capacity-building project to assist African countries in participating beneficially in the multilateral trading system and boosting intra-African trade	1
101. Project to assist developing countries and countries with economies in transition in their accession to WTO	1
102. Projects on Generalized System of Preferences schemes and other preferential trade arrangements	2
103. Project to assist developing countries in formulating appropriate development-oriented trade policies	1
104. Project on dispute settlement and commercial diplomacy	1
105. Project on the Global System of Trade Preferences among Developing Countries	1
106. Establishment and/or strengthening the capacities in developing countries and countries with economies in transition for the formulation and effective enforcement of competition and consumer protection laws and policies	4
107. Projects on trade, environment and development, including BioTrade, biofuels, the green economy and other models in the context of sustainable development and poverty eradication, and climate change	3
108. Project on strengthening the creative economy in developing countries	1
109. National, regional or international projects to assist commodity-dependent countries in establishing institutional frameworks for diversification, value addition and more effective participation in global commodity supply chains	2

12.69 The distribution of resources for subprogramme 3 is reflected in table 12.20.

Table 12.20 **Resource requirements: subprogramme 3**

Category	Resources (thousands of United States dollars) 2016-2017	2018-2019 (before recosting)	Posts 2016-2017	2018-2019
Regular budget				
Post	28 110.0	27 856.5	84	83
Non-post	671.8	671.8		
Subtotal	**28 781.8**	**28 528.3**	**84**	**83**
Extrabudgetary	7 166.1	7 094.5	–	–
Total	**35 947.9**	**35 622.8**	**84**	**83**

12.70 Resources in the amount of $28,528,300, reflecting a decrease of $253,500 compared with the appropriation for 2016-2017, would provide for the financing of 83 posts (1 D-2, 5 D-1, 12 P-5, 15 P-4, 20 P-3, 7 P-2 and 23 General Service (Other level)) ($27,856,500) and non-post requirements, including other staff costs, consultants, experts, travel of staff and contractual services ($671,800), to carry out the programme of work under the subprogramme.

12.71 The decrease of $253,500 is due to the proposed abolishment of one post of Staff Assistant (General Service (Other level)) resulting from efficiencies that the Conference plans to bring about in the biennium 2018-2019.

12.72 During the biennium 2018-2019, projected extrabudgetary resources of $7,094,500 will be used to provide for technical cooperation activities.

Subprogramme 4
Technology and logistics

Resource requirements (before recosting): $16,635,600

12.73 Substantive responsibility for this subprogramme is vested within the Division on Technology and Logistics. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 4 of programme 10 of the biennial programme plan for the period 2018-2019 and subsequent changes thereto.

Table 12.21 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To strengthen inclusive growth and development through science, technology and innovation, including information and communications technology for development, efficient, resilient and sustainable trade logistics services, and training and capacity-building programmes

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2018–2019	2016–2017	2014–2015	2012–2013
(a) Improved efficiency and sustainability of trade logistics of developing countries and some countries with economies in transition	(i) Number of actions (such as policies and plans) taken by developing countries, countries with economies in transition and relevant institutions, with the assistance of UNCTAD, to improve transport, logistics, trade and port efficiency, including by reducing transport costs, improving transit and trade facilitation, transport connectivity, strengthening sustainable and resilient transport systems, implementing the Trade Facilitation Agreement of the World Trade Organization and establishing a supportive legal framework	Target	22	22	21	22
		Estimate		21	22	22
		Actual			21	22
	(ii) Number of developing countries and countries with economies in transition increasing the efficiency of their customs administration (e.g., through a reduction in goods clearance time and an increase in revenue collection) with assistance from the UNCTAD Automated System for Customs Data programme	Target	22	22	22	22
		Estimate		22	22	22
		Actual			22	22
	(iii) Number of developing countries and some countries with economies in transition having improved trade logistics performance on the basis of benchmark indicators related to logistics and business efficiency, with the assistance of UNCTAD	Target	5	5	5	
		Estimate		5	5	5
		Actual			5	
(b) Improved understanding and adoption, at the national and international levels, by developing countries and countries with economies in transition of policy options and best practices in science, technology and innovation for development, including information and communications technologies	Number of specific actions (such as policy or regulatory changes) taken by developing countries and countries with economies in transition to implement programmes aimed at enhancing the contributions of science, technology and innovation and information and communications technology to development, with the assistance of UNCTAD	Target	30	30	29	30
		Estimate		30	30	30
		Actual			31	30
(c) Enhanced capacities in developing countries and countries with economies in transition in the areas of trade and investment and interrelated issues with a view to enhancing their economic development and competitiveness	Number of specific actions taken by developing countries and countries with economies in transition to strengthen the skills and knowledge of human resources and local institutions in the areas of trade and investment and related issues, as a result of UNCTAD assistance	Target	10	10	10	16
		Estimate		10	10	10
		Actual			10	16

External factors

12.74 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) up-to-date and accurate economic and financial information and data at the country and regional levels are available; (b) there are no significant shortfalls in extrabudgetary funding of technical cooperation programmes; (c) there is continuing political will to achieve consensus in intergovernmental meetings on actions to be taken to achieve the objective of the programme; and (d) conditions and capacities for adopting policies and implementing appropriate recommendations exist in member States.

Outputs

12.75 During the biennium 2018-2019, the following outputs will be delivered:

Table 12.22 **Categories of outputs and final outputs**

Category	Quantity
A. Servicing of intergovernmental and expert bodies (regular budget)	
General Assembly	
Substantive servicing of meetings	
1. Meetings of the Second Committee, as required	3
Parliamentary documentation	
2. Report of the Secretary-General on progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society at the regional and international levels	2
3. Report of the Secretary-General on science and technology for development	1
United Nations Conference on Trade and Development	
Substantive servicing of meetings	
4. Fifteenth session of the Conference, including preparatory meetings, as required	1
Economic and Social Council	
Substantive servicing of meetings	
5. Annual sessions of the Economic and Social Council addressing the follow-up to the World Summit on the Information Society	2
Commission on Science and Technology for Development	
Substantive servicing of meetings	
6. Annual sessions of the Commission and meetings of its two inter-sessional expert panels	32
7. Working Group (of the Commission on enhanced cooperation on public policy issues pertaining to the Internet)	6
Parliamentary documentation	
8. Reports to and of the annual sessions of the Commission and its inter-sessional expert panels	12
9. Report of the Working Group on enhanced cooperation to the twenty-first annual session of the Commission	1
Trade and Development Board	
Substantive servicing of meetings	
10. Meetings of the annual and executive sessions of the Board	2
Working Party on the Strategic Framework and the Programme Budget	
Substantive servicing of meetings	
11. Meetings of the Working Party	4
Investment, Enterprise and Development Commission	
Substantive servicing of meetings	
12. Annual sessions of the Commission	7

Outputs	Quantity
13. Single-year and multi-year expert meetings on topics to be decided by Member States	6
Parliamentary documentation	
14. Background documentation for, and reports of, the annual sessions of the Commission	6
15. Background documentation for, and reports of, the multi-year expert meetings on issues related to science, technology and innovation	7
Trade and Development Commission	
Substantive servicing of meetings	
16. Annual sessions of the Commission	2
17. Multi-year expert meeting on transport, trade logistics and trade facilitation	12
Parliamentary documentation	
18. Background documentation for, and reports of, the multi-year expert meeting on transport, trade logistics and trade facilitation	4
Intergovernmental Group of Experts on E-Commerce and the Digital Economy	
Substantive servicing of meetings	
19. Meetings of the Intergovernmental Group of Experts	12
Parliamentary documentation	
20. Reports and notes to the Intergovernmental Group of Experts, as required	2
Ad hoc expert groups	
21. Ad hoc expert group meetings on the role of technology (including ICTs), and innovation in development, including for the operationalization of technology transfer	4
22. Ad hoc expert group meetings on transport and trade facilitation	2
23. UNCTAD Advisory Group on Strengthening Training Capacity and Human Resource Development (2018)	1
B. Other substantive activities (regular budget/extrabudgetary)	
Recurrent publications	
24. UNCTAD *Technology and Innovation Report 2018* (and its Overview)	1
25. UNCTAD *Information Economy Report 2019* (and its Overview)	1
26. *Review of Maritime Transport*	2
Non-recurrent publications	
27. UNCTAD national science, technology and innovation policy reviews	3
28. UNCTAD current studies on science, technology and innovation, including on the impact of transfer of technology on trade and development	4
29. UNCTAD ICT policy reviews	3
30. UNCTAD reports on cyberlaws	3
31. Studies on transport and trade facilitation	4
32. TrainForTrade Port Management Series	2
Exhibits, guided tours, lectures	
33. Lectures on topics of science, technology and innovation, ICTs and e-commerce for development	4
Booklets, fact sheets, wallcharts, information kits	
34. UNCTAD policy briefs	2
35. Report of the UNCTAD Advisory Group on Strengthening Training Capacity and Human Resource Development	1
36. Promotional brochures, pamphlets and information kits on issues related to the work of the subprogramme, as required	10
37. Transport and Trade Facilitation Newsletter	8

Outputs	*Quantity*
38. ASYCUDA Newsletter	4
Press releases, press conferences	
39. Press releases related to the annual sessions of the Commission on Science and Technology for Development and its panels	4
40. Launch of the UNCTAD *Technology and Innovation Report 2018*	2
41. Launch of the UNCTAD *Information Economy Report 2019*	2
42. Launches of UNCTAD national science, technology and innovation policy reviews	3
43. Launch of the *Review of Maritime Transport*	2
44. News items, press briefings, interviews and press conferences related to the outputs of the subprogramme, as required	12
Technical material	
45. Website of the Commission on Science and Technology for Development	1
46. Website of the Working Group on enhanced cooperation	1
47. Capacity-building materials on science, technology and innovation policy for development	2
48. Online platform for innovation policy learning	1
49. ICT measurement website	1
50. Global Cyberlaw Tracker	1
51. eTrade for All website	1
52. UNCTAD Technical Notes on ICT for Development	4
53. UNCTAD Training Course on Information Economy Statistics	1
54. ASYCUDA website	1
55. ASYCUDA World Report	1
56. Updates of relevant UNCTAD webpages on programmes and activities within the subprogramme	1
57. Sustainable freight transport web platform	1
58. Online repository on National Trade Facilitation Committees	1
59. Training material on TrainForTrade capacity-building through human resources development	1
60. TrainForTrade Training Development in the Field of International Trade — course materials (multimedia)	2
61. IIT Distance Learning Platform (website)	1
62. Website for the UNCTAD P166 Regional Course on Key Issues on the International Economic Agenda, and short course for Geneva-based delegates	1
63. E-learning module for the Course on Key Issues on the International Economic Agenda	1
64. User registration and course management database for the UNCTAD regional course and short course for Geneva-based delegates	1
Contribution to joint outputs	
65. Coordination and management of the eTrade for All initiative	2
66. Inputs to the report of the Interagency Task Team of the Technology Facilitation Mechanism	2
67. Inputs to the Multistakeholder Forum on Science, Technology and Innovation for the Sustainable Development Goals	4
Seminars for outside users	
68. Preparation and coordination for P166 training courses on key issues on the International Economic Agenda in Countries in Transition in Western Asia, Africa, Latin America and the Caribbean, Asia and the Pacific	5
69. P166 short courses for Geneva-based delegates	12
Audiovisual resources	
70. Support material for training courses on sustainable freight transport and finance	1

Outputs	Quantity
71. Trainfortrade multimedia training material	4
72. Support material for training courses on key issues on the International Economic Agenda	5
C. Technical cooperation (regular budget/extrabudgetary)	
Advisory services	
73. Advisory services for policymakers in developing countries on science, technology and innovation policies for development	2
74. Advisory services for policymakers in developing countries on policy and practical aspects of ICTs and e-commerce for development	2
75. Advisory services for policymakers and relevant officials in developing countries on the measurement of ICTs	2
76. Advisory services on transport policies and international legal instruments, standards and rules related to the facilitation of international trade, transport and transport security	6
77. Advisory services for policymakers (Port Operators) through fact finding missions	6
Training courses, seminars and workshops	
78. Regional courses for policymakers on science, technology and innovation for the Sustainable Development Goals (target: key stakeholders including senior officials, academia and private sector)	2
79. Interregional knowledge-sharing workshop for policymakers on addressing critical science, technology and innovation policy coherence issues	1
80. Economic, technical, legal and regulatory aspects of ICT and e-commerce for development and ICT measurement	4
81. Capacity-building related to the outcome of national science, technology and innovation policy reviews	2
82. Seminars, lectures and training to build capacity in trade facilitation and transport, including policy and legislation, multimodal transport, logistics, sustainable and climate resilient transport and finance	20
83. Trainfortrade workshops (training of trainers on Port Management 2018)	3
84. Trainfortrade workshops (training of trainers on Port Management 2019)	3
85. Trainfortrade workshops (coaching of instructors and pedagogical methodology)	4
86. Trainfortrade workshops on issues related to trade, investment, tourism (face-to-face and/or on-line)	7
Field projects	
87. National, regional and interregional projects in the fields of transport and related services, trade facilitation and logistics, including ASYCUDA	65
88. Trainfortrade training and capacity-building programmes	7

12.76 The distribution of resources for subprogramme 4 is reflected in table 12.23.

Table 12.23 **Resource requirements: subprogramme 4**

	Resources (thousands of United States dollars)		Posts	
Category	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Regular budget				
Post	16 498.1	16 244.6	50	49
Non-post	442.0	391.0	—	—
Subtotal	**16 940.1**	**16 635.6**	**50**	**49**
Extrabudgetary	44 077.0	43 645.7	2	2
Total	**61 017.1**	**60 281.3**	**52**	**51**

12.77 Resources in the amount of $16,635,600, reflecting a decrease of $304,500 compared with the appropriation for 2016-2107, would provide for the financing of 49 posts (1 D-2, 3 D-1, 5 P-5, 9 P-4, 10 P-3, 8 P-2 and 13 General Service (Other level)) ($16,244,600) and non-post requirements, including other staff costs, consultants, experts, travel of staff and contractual services ($391,000), to carry out the UNCTAD programme of work under the subprogramme.

12.78 The decrease of $304,500 is due to the proposed abolishment of one post of Administrative Assistant (General Service (Other level)) resulting from efficiencies that the Conference plans to bring about in the biennium 2018-2019, and the removal of one-time expenditures in 2016 relating to the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda approved in General Assembly resolution 71/272.

12.79 During the biennium 2018-2019, projected extrabudgetary resources in the amount of $43,645,700 will be used to provide for technical cooperation activities.

Subprogramme 5
Africa, least developed countries and special programmes

Resource requirements (before recosting): $9,708,600

12.80 Substantive responsibility for this subprogramme is vested within the Division for Africa, Least Developed Countries and Special Programmes. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 5 of programme 10 of the biennial programme plan for the period 2018-2019 and subsequent changes thereto.

Table 12.24 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To progressively and beneficially integrate Africa, least developed countries and other groups of countries in special situations (landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies) into the global economy through the development of national policies and international support measures to build productive capacities for economic development and poverty reduction

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Greater awareness of and dialogue on policy options to promote the economic development of Africa	Number of Member States reporting increased capacity as a result of UNCTAD research and analysis for the national policymaking process	Target	13	12		9
		Estimate		12	10	9
		Actual			10	17
(b) Greater awareness of and dialogue on policy options to address development problems of the least developed countries in the global economy, including those approaching graduation from least developed country status	Number of Member States reporting increased capacity as a result of UNCTAD research and analysis for the national policymaking process	Target	12	11		9
		Estimate		11	9	9
		Actual			9	9
(c) Strengthened institutional capacities among the least developed countries to promote productive capacity-building and make trade an engine of growth and development	Number of least developed countries reporting increased capacity as a result of UNCTAD trade-related assistance, including that under the Enhanced Integrated Framework	Target	15			
		Estimate		15		
		Actual				

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2018-2019	2016-2017	2014-2015	2012-2013
(d) Improved institutional capacities of landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies to promote their economic transformation and resilience-building efforts	Number of landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies reporting increased capacity as a result of UNCTAD analysis and advisory services and other forms of assistance on achieving structural progress	Target	5			
		Estimate			5	
		Actual				

External factors

12.81 The subprogramme is expected to achieve its objectives and accomplishments on the assumption that: (a) necessary data and statistical information are available, and cooperation with relevant organizations is enhanced; (b) countries covered by the subprogramme and their development partners effectively implement their respective commitments and targets as contained in the outcome documents of relevant United Nations conferences and summits; (c) adequate financial and human resources, including through extrabudgetary funding, are available; (d) conditions and capacities for adopting policies and implementing appropriate recommendations exist in member States and among development partners; and (e) the second phase of the Enhanced Integrated Framework, which covers the period 2016-2022, will be funded.

Outputs

12.82 During the biennium 2018-2019, the following outputs will be delivered:

Table 12.25 **Categories of outputs and final outputs**

Outputs	Quantity
A. Servicing of intergovernmental and expert bodies (regular budget)	
General Assembly	
Substantive servicing of meetings	
1. Meeting of the General Assembly and/or its Committees, as required	1
United Nations Conference on Trade and Development	
Substantive servicing of meetings	
2. Fifteenth session of the Conference, including preparatory meetings, as required	1
Economic and Social Council	
Substantive servicing of meetings	
3. Meetings of the Council, if required	1
4. Meetings of the Committee for Development Policy	1
Parliamentary documentation	
5. Vulnerability profiles	6
6. Input to the work of the Committee on relevant conceptual, methodological or statistical matters, as required	1
Trade and Development Board	
Substantive servicing of meetings	
7. Meetings of the annual and executive sessions of the Board	12
Parliamentary documentation	
8. UNCTAD-wide activities in favour of least developed countries: progress report	2

Outputs	Quantity
9. Report on activities undertaken by UNCTAD in support of Africa and background note for the executive session	4
10. Overview of the *Economic Development in Africa Report* 2018 and 2019 for the executive session of the Board on Africa	2
11. Report to the Trade and Development Board on indicators and benchmarks on productive capacity in landlocked developing countries	1
12. Report on the efforts to promote investment and build productive capacity in other structurally weak and vulnerable small economies	1
13. Report on assistance to small island developing States in their efforts to address physical and economic vulnerabilities and promote structural economic transformation and build resilience and productive capacity in accordance with the Samoa Pathway	1
Working Party on the Strategic Framework and the Programme Budget	
Substantive servicing of the meetings	
14. Meetings of the Working Party	4
Ad hoc expert groups	
15. Peer review meetings on *The Least Developed Countries Report* 2018 and 2019	2
16. Peer review meetings on the *Economic Development in Africa Report* 2018 and 2019	2
17. Sectoral review of the implementation of the Vienna Programme of Action for the Landlocked Developing Countries for the decade 2014-2024	1
18. Sectoral review of the implementation of the Samoa Pathway	1
19. Ways and means for achieving targets set out in the Istanbul Programme of Action in the areas of productive capacity and trade for the least developed countries	1
20. Export diversification and employment creation in developing countries	1
B. Other substantive activities (regular budget/extrabudgetary)	
Recurrent publications	
21. *The Least Developed Countries Report* 2018 and 2019	2
22. *The Least Developed Countries Report* Overview, 2018 and 2019	2
23. *Economic Development in Africa Report* 2018 and 2019	2
24. The least developed countries profiles 2019	1
Non-recurrent publications	
25. Measuring and benchmarking productive capacities in landlocked developing countries: policy implications	1
26. Research on effective use of preferential programmes on duty-free, quota-free market access and rules of origin for the least developed countries for diversification of export products and markets	4
27. Publication under the Enhanced Integrated Framework programme	2
28. Assessing sustainability and climate resilience of transport systems and infrastructure in small island developing States	1
Booklets, fact sheets, wall charts, information kits	
29. Policy briefs on the *Economic Development in Africa Report*	2
30. Policy briefs on *The Least Developed Countries Report*	4
31. Trade and poverty paper series	2
Exhibits, guided tours, lectures	
32. Lectures and presentations on least developed country and African development issues to various audiences, including civil society and academia, and on globalization, development strategies and policy coherence	8

Outputs	Quantity
Press releases, press conferences	
33. Press releases, press conferences and interviews on research results and policy proposals related to the work of the sub-programme	14
Contribution to joint outputs	
34. Contribution to the report of the Secretary-General to the General Assembly on the mid-term review of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024	2
35. Contribution to the New Partnership for Africa's Development — consolidated report of the Secretary-General on progress in implementation and international support	2
36. Contribution to the report on the implementation of the outcome of the Second United Nations Conference on Landlocked Developing Countries	2
37. Contribution to the UNCTAD report to the Trade and Development Board on implementation of outcomes of major conferences and summits	2
38. Contribution to the report of the Secretary-General: Causes of conflict and the promotion of durable peace and sustainable development in Africa	2
39. Contribution to the follow-up and review of the Samoa Pathway	1
C. Technical cooperation (regular budget/extrabudgetary):	
Advisory services	
40. For landlocked developing countries on implementation of priority 5 of the Vienna Programme of Action	6
41. For the Implementing Development Account project on indicators and measuring productive capacities in the landlocked least developed countries (Productive Capacity Indices)	6
42. For Geneva-based least developed countries delegates, capital-based officials and the private sector on duty-free quota-free market access, rules of origin, services waiver and related trade issues relevant to the least developed countries	6
43. For Enhanced Integrated Framework focal points and Geneva least developed countries delegates on how to mainstream trade into their development plans	4
44. For the least developed countries, including on smooth transition strategies	8
45. For small island developing States on trade and development issues, as required	1
46. For African countries on trade and development issues, as required	1
Training courses, seminars and workshops	
47. Workshops for trade policymakers on duty-free quota-free market access, rules of origin and services waiver and related trade issues relevant to the least developed countries	4
48. Workshop on DTIS or post-DTIS activities in the framework of the Enhanced Integrated Framework	4
49. National workshops on structural economic transformation for graduation	8
50. Regional workshops on structural progress towards post-least developed country status	2
Field projects	
51. Market access and rules of origin and mainstreaming the least developed countries into world economy	2
52. Enhanced Integrated Framework-related projects	2

12.83 The distribution of resources for subprogramme 5 is reflected in table 12.26.

Table 12.26 **Resource requirements: subprogramme 5**

	Resources (thousands of United States dollars)		Posts	
Category	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Regular budget				
Post	9 044.1	9 220.2	25	26
Non-post	488.4	488.4	–	–
Subtotal	**9 532.5**	**9 708.6**	**25**	**26**
Extrabudgetary	1 634.8	1 618.5	–	–
Total	**11 167.3**	**11 327.1**	**25**	**26**

12.84 Resources in the amount of $9,708,600, reflecting an increase of $176,100 compared with the appropriation for 2016-2017, would provide for the financing of 26 posts (1 D-2, 2 D-1, 4 P-5, 8 P-4, 3 P-3, 1 P-2 and 7 General Service (Other level)) ($9,220,200) and non-post requirements, including other staff costs, consultants, experts and travel of staff ($488,400), to carry out the UNCTAD programme of work under the subprogramme.

12.85 The increase of $176,100 is due to the proposed establishment of one post of Economic Affairs Officer (P-3) to provide support to the UNCTAD Regional Office for Africa and to support increased demand for tailored advisory services, substantive support and direct onsite support for the work of UNCTAD in the region. The increase is offset by the proposed abolishment of one post of Information Systems Officer (P-3) under the programme support component.

12.86 During the biennium 2018-2019, projected extrabudgetary resources of $1,618,500 will be used to provide for technical cooperation activities.

D. Programme support

Resource requirements (before recosting): $22,697,400

12.87 Programme support services are provided to the policymaking organs, executive direction and management and substantive subprogrammes to assist them in delivering their programmed outputs. The services are organized around three entities, namely, the Resources Management Service, the Intergovernmental Support Service and the Technical Cooperation Section.

12.88 The Resources Management Service provides overall coordination and integrated support to programme delivery and senior management in the areas of human resources, programme planning, budget and finance, including providing advice to senior management while administering both regular budget and extrabudgetary resources. It also ensures adequate information technology support and services in the areas of infrastructure support, systems development, knowledge-sharing, web technology management and service support in conformity with United Nations and industry standards.

12.89 The Intergovernmental Support Service is responsible for the preparation, management and servicing of the quadrennial sessions of UNCTAD, the sessions of the Trade and Development Board and its subsidiary machinery (commissions, expert meetings, the Working Party on the Strategic Framework and the Programme Budget) and the United Nations conferences organized under the auspices of UNCTAD. The Service provides liaison support and services to regional groups and is responsible for monitoring institutional follow-up to the decisions of the intergovernmental machinery, the preparation of the calendar of meetings, editing and report writing, protocol support and preparation of host country agreements.

12.90 The Technical Cooperation Section provides the secretariat with policy guidance and promotes a coordinated approach to technical cooperation, including the review of project proposals, fundraising and liaison with beneficiaries, donors and other organizations involved in trade-related technical assistance.

12.91 The distribution of resources for programme support is reflected in table 12.27.

Table 12.27 **Resource requirements: programme support**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	17 196.1	16 246.7	59	56
Non-post	6 643.8	6 450.7	–	–
Subtotal	**23 839.9**	**22 697.4**	**59**	**56**
Extrabudgetary	8 674.9	8 648.7	12	12
Total	**32 514.8**	**31 346.1**	**71**	**68**

12.92 Resources in the amount of $22,697,400, reflecting a net decrease of $1,142,500 compared with the appropriation for 2016-2017, would provide for the financing of 56 posts (2 D-1, 5 P-5, 5 P-4, 7 P-3, 2 P-2, 4 General Service (Principal level) and 31 General Service (Other level)) ($16,246,700) and non-post requirements, including other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment ($6,450,700).

12.93 The net decrease of $1,142,500 is primarily due to:

(a) A net decrease in requirements under posts ($949,400) owing to:

(i) Proposed outward redeployment of two posts (1 Senior Public Information Officer (P-5) and 1 Economic Affairs Officer (P-3)) to the executive direction and management component, as outlined in paragraph 12.50 of the present report;

(ii) Proposed abolishment of one post of Information Systems Officer (P-3) in order to finance the proposed establishment of one post of Economic Affairs Officer (P-3) under subprogramme 5, as outlined in paragraph 12.85 of the present report;

(iii) Proposed abolishment of one post of Administrative Assistant (General Service (Other level)) resulting from efficiencies that the Conference plans to bring about in the biennium 2018-2019;

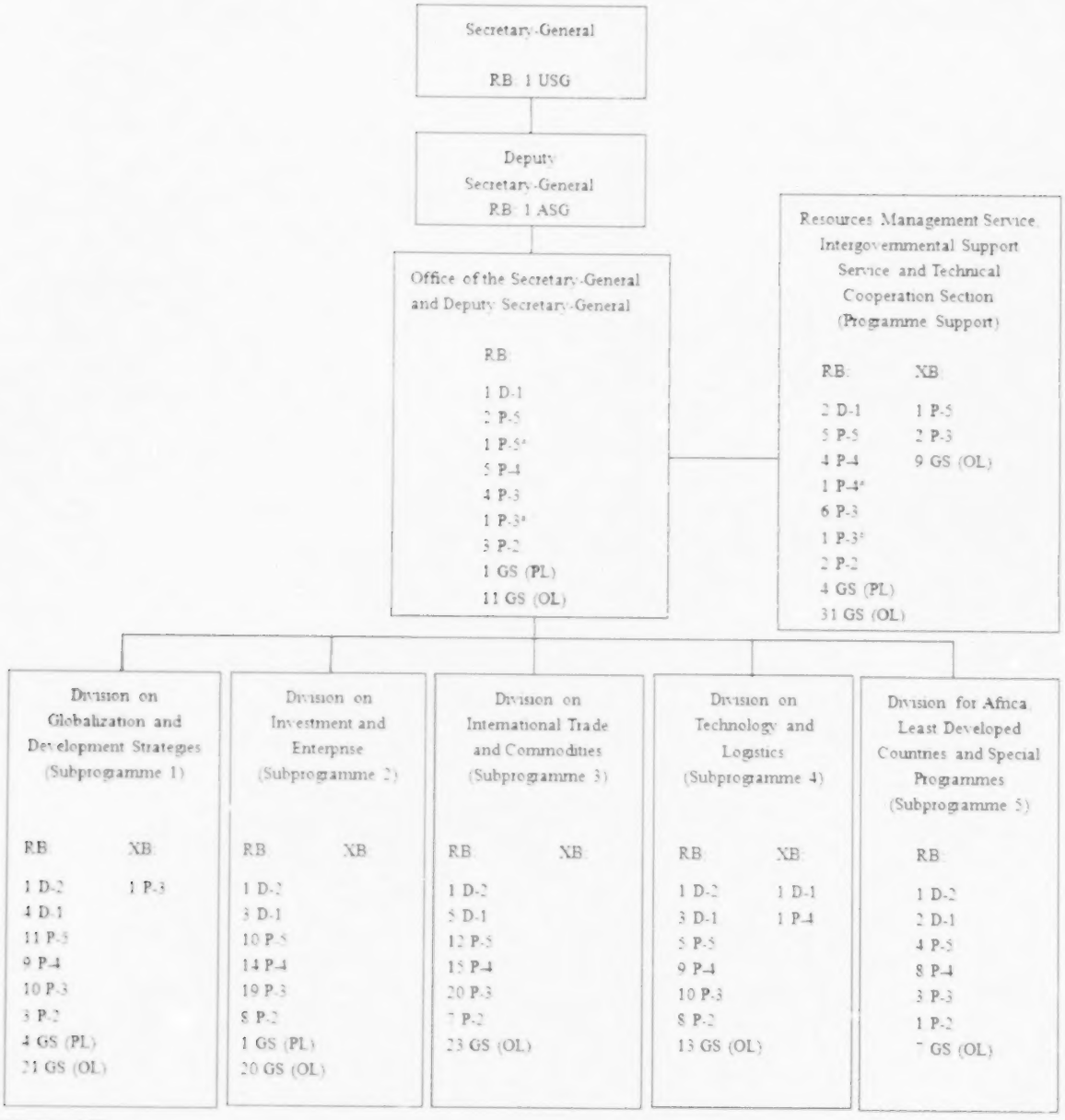
(iv) Proposed inward redeployment of one post of Public Information Officer (P-4) from executive direction and management in order to strengthen support to the Trade and Development Board and other bodies of the UNCTAD intergovernmental machinery, including two new intergovernmental groups of experts established in line with the Nairobi Maafikiano, as outlined in paragraph 12.50 of the present report.

(b) A decrease in non-post requirements ($193,100) resulting from efficiencies that the Conference plans to bring about in the biennium 2018-2019, including under general operating expenses, supplies and materials, and furniture and equipment.

12.94 During the biennium 2018-2019, projected extrabudgetary resources of $8,648,700 will provide for support services to extrabudgetary activities carried out under the programme of work.

Annex

Organizational structure and post distribution for the biennium 2018-2019



[a] Redeployment.
[b] New.

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Proposed programme budget for the biennium 2018-2019

Part IV
International cooperation for development

Section 12
Trade and development

(Programme 10 of the biennial programme plan for the period 2018-2019)

Corrigendum

1. **Table 12.15**

Replace table 12.15 with the table below.

Table 12.15 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure inclusive growth and sustainable development through investment and enterprise development for the enhancement of productive capacity-building, industrialization, economic diversification, job creation and progress towards achieving the Sustainable Development Goals

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Improved ability of countries to address key and emerging issues related to investment and investment policies that promote development	(i) Number of investment stakeholders reporting improved capacity to address key issues related to investment as a result of UNCTAD assistance	Target	240	240	180	170
		Estimate		240	230	170
		Actual			193	226
	(ii) Number of statements by Member States indicating that they have implemented tools and methodology provided by UNCTAD in the area of international investment, including with regard to responsible and sustainable investment	Target	40	37	35	30
		Estimate		37	35	30
		Actual			31	30

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Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2018–2019	2016–2017	2014–2015	2012–2013
	(iii) Percentage of stakeholders indicating the usefulness of participating in the World Investment Forum	Target	60			
		Estimate		60		
		Actual				
(b) Enhanced ability of developing countries and countries with economies in transition in designing and implementing strategies and policies to attract investment and enhance its contribution to inclusive growth and the Sustainable Development Goals	(i) Number of developing countries and countries with economies in transition implementing strategies, policies and recommendations for attracting investment and enhancing its contribution to inclusive growth and the Sustainable Development Goals as a result of UNCTAD assistance	Target	42	42	35	30
		Estimate		40	40	30
		Actual			36	41
	(ii) Number of developing countries and countries with economies in transition demonstrating improved investment-related performance on the basis of various benchmark indicators, following UNCTAD assistance	Target	32	30	28	25
		Estimate		30	28	25
		Actual			30	25
(c) Enhanced capacity to address key and emerging issues related to international investment agreements and their development dimension, as well as their formulation and implementation	(i) Number of statements by Member States indicating that they pursue activities in support of the sustainable development dimension of international investment agreements, following UNCTAD assistance	Target	170	160	80	120
		Estimate		160	155	75
		Actual			91	150
	(ii) Number of investment stakeholders sharing experiences and best practices on the sustainable dimension of international investment agreements	Target	100			
		Estimate		100		
		Actual				
(d) Enhanced understanding of enterprise development issues and ability to boost productive capacity, inclusive growth and sustainable development through enterprise development policies	(i) Number of countries implementing UNCTAD policy measures and tools in the design of policies aimed at strengthening entrepreneurship and the competitiveness of their firms	Target	32	32	23	27
		Estimate		32	30	27
		Actual			34	30
	(ii) Number of countries using guidance and tools developed by UNCTAD in the areas of accounting, corporate sustainability, corporate reporting with regard to the Sustainable Development Goals, the promotion of microenterprises, small and medium enterprises and entrepreneurship, and business linkages	Target	30	30	25	20
		Estimate		30	28	20
		Actual			26	27

2. Table 12.18

Replace table 12.18 with the table below.

Table 12.18 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure the effective, qualitative and beneficial participation of all countries in international trade, including through addressing the special needs and challenges of commodity-dependent developing countries

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Enhanced implementation of measures by developing countries, in particular least developed countries and countries with economies in transition, to integrate beneficially into the international trading system and to create an enabling environment for sustainable development, through improved understanding of trade policymaking and enhanced national capacity	(i) Number of actions (such as the implementation of policy recommendations) taken by countries and institutions receiving UNCTAD assistance to enhance their participation in regional and multilateral trade agreements, cooperative frameworks and partnerships, including South-South trade negotiations and WTO accession processes	Target	20	20		
		Estimate		20		
		Actual				
	(ii) Number of actions (such as the implementation of policy recommendations) taken by developing countries to integrate trade, productive capacity, employment and development concerns into their best-fit national trade and services policies	Target	18	18		
		Estimate		18	16	
		Actual			15	
(b) Strengthened trade and trade-related decision-making of developing countries, in particular those in Africa and the least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, and countries with economies in transition and middle-income countries, according to their needs, and implementation of measures to address the trade and development impact of subsidies, tariff and non-tariff measures	(i) Number of beneficiaries indicating the usefulness of UNCTAD Trade Analysis and Information System, related statistical indicators, trade analysis training and trade policy research publications for sustainable development	Target	300			
		Estimate		300		
		Actual				
	(ii) Number of specific actions (such as changes to regulations and increased transparency measures) taken by Member States, at the national, regional or multilateral levels, aimed at streamlining or harmonizing non-tariff measures in international trade, including the reduction or elimination of arbitrary or unjustified non-tariff barriers in international trade, with the assistance of UNCTAD	Target	8	8	8	6
		Estimate		8	8	6
		Actual			8	6
(c) Improved capacity of commodity-dependent developing countries to address trade and development problems associated with the commodity economy and to seize opportunities emerging from commodity trade and enhanced international and regional cooperation	(i) Number of commodity-dependent developing countries adopting policy measures and tools recommended by UNCTAD in designing policies aimed at the diversification of export earnings and the promotion of value-added production	Target	16	16	13	
		Estimate		16	14	
		Actual			13	

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2018-2019	2016-2017	2014-2015	2012-2013
	(ii) Percentage of stakeholders reporting improved understanding of the challenges and policy options relating to commodity production and trade in countries with economies that are dependent on commodities, with the aim of diversifying their production, including by increasing the added value of their commodities as a result of UNCTAD research and capacity-building activities	Target	75			
		Estimate		70		
		Actual				
(d) Enhanced adoption, improvement and enforcement of national and regional competition and consumer protection legislation in developing countries and countries with economies in transition	Number of developing countries and countries with economies in transition that have adopted, revised or implemented competition and consumer protection legislation and institutional frameworks as a result of best practices, model laws and peer reviews provided by UNCTAD	Target	21	19	17	15
		Estimate		21	17	15
		Actual			17	33
(e) Enhanced design and implementation by developing countries, in particular those in Africa and the least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, and countries with economies in transition and middle-income countries, according to their needs, of trade, environment and sustainable development objectives and creative economy strategies at all levels	Number of developing countries and countries with economies in transition that have designed and implemented policies, programmes, normative initiatives and institutional arrangements to harness opportunities for trade in environmentally preferable products, including biotrade and creative industries, with assistance from UNCTAD	Target	36	36	34	34
		Estimate		36	34	34
		Actual			34	34
(f) Strengthened capacity of developing countries, in particular least developed countries and countries with economies in transition, to design and implement trade policies that allow women to benefit more from the opportunities arising from international trade	Percentage of stakeholders participating in country-based activities confirming improved capacity to identify and to address gender-specific trade barriers and gender-specific obstacles on the supply side	Target	70			
		Estimate		60		
		Actual				

3. Table 12.24

Replace table 12.24 with the table below.

Table 12.24 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To progressively and beneficially integrate Africa, least developed countries and other groups of countries in special situations (landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies) into the global economy through the development of national policies and international support measures to build productive capacities for economic development and poverty reduction

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Greater awareness of and dialogue on policy options to promote the economic development of Africa	Number of Member States reporting increased capacity as a result of UNCTAD research and analysis for the national policymaking process	Target	13	12		9
		Estimate		12	10	9
		Actual			10	17
(b) Greater awareness of and dialogue on policy options to address development problems of the least developed countries in the global economy, including those approaching graduation from least developed country status	Number of Member States reporting increased capacity as a result of UNCTAD research and analysis for the national policymaking process	Target	12	11		9
		Estimate		11	9	9
		Actual			9	9
(c) Strengthened institutional capacities among the least developed countries to participate in international trade using existing initiatives aimed at promoting productive capacity-building and making trade an engine of growth and development	Number of least developed countries reporting increased capacity as a result of UNCTAD trade-related assistance, including that under the Enhanced Integrated Framework	Target	15			
		Estimate		15		
		Actual				
(d) Improved institutional capacities of landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies to promote their economic transformation and resilience-building efforts	Number of landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies reporting increased capacity as a result of UNCTAD analysis and advisory services and other forms of assistance on achieving structural progress	Target	5			
		Estimate		5		
		Actual				